



Developing a framework for entrepreneurial talent recycling to ensure the sustainability of SMMEs in Botswana

W. Chikukutu



orcid.org 0009 0008 5776 5782

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Promoter: Professor SP van der Merwe

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Student number: 37207725

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DEDICATION

I dedicate this thesis to my dear family members who have patiently and anxiously waited to see the product of my academic and strenuous journey. You have repeatedly wondered when this will end, and I thus offer this document as a reference and target in your academic endeavours.

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ABSTRACT

Entrepreneurial talent recycling refers to people leaving profitable and failing businesses to work as advisors, investors, or skilled employees for other businesses, transferring their entrepreneurial expertise and launching spinoffs and start-ups.

(Spigel & Vinodrai, 2021:5)

This study aimed to develop a framework of entrepreneurial talent recycling that will ensure the sustainability of SMMEs in Botswana. Entrepreneurial talent recycling involves entrepreneurs who have exited various companies for various reasons and have gone on to conduct other successful business activities as a function of knowledge and skills gained in previous employment. The study centred on investigating the knowledge and skills they employed to ensure the sustainability of their enterprises. The primary objective of this study was to explore and analyse the experiences and knowledge of 12 recycled entrepreneurs to identify the knowledge and skills that can be employed to ensure the sustainability of Botswana SMMEs.

The research adopted the induction approach complemented by a qualitative descriptive design that permitted successful entrepreneurs to reveal their experiences and knowledge. Semi-structured interviews were used in the discussions involving the 12 participants, and the discussions were recorded, transcribed and analysed. Data analysis was guided by the data analysis spiral by Creswell and Poth (2018). The steps in the spiral involved data management, reading the transcripts to find codes and memoing, describing and classifying codes into themes, developing and assessing interpretations, and representing and visualising the data.

The developed framework demonstrated how SMMEs can achieve sustainability in Botswana through employing sustainability measures and leveraging ecosystem actors and resources as well as decisions made by the entrepreneur. The measures for sustainability were customer service, social sustainability, operational skills, personal resilience, and economic sustainability. In addition, the continued

sustainability of SMMEs depended on observing the recommendations made by the recycled entrepreneurs to existing recycled entrepreneurs, prospective recycled entrepreneurs, policymakers, corporate leaders, and the education system.

However, the main constraints to sustainability were noted as financial, resource, employee, and management inadequacies.

Keywords: Entrepreneurial recycling, entrepreneurial talent, entrepreneurial talent recycling, and entrepreneurial activities

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LIST OF ACRONYMS

AMP:	Austrian market process
ASEAN:	Association of Southern Asian Nations
BCA:	Botswana Competition Authority
BCCA:	Botswana Competition and Consumer Authority
BCG:	Boston Consulting Group
BDB:	Botswana Development Bank
BDC:	Botswana Development Corporation
BIDPA:	Botswana Institute for Development Policy Analysis
BPOF:	Buyer-backed Purchase Order Financing
CAQDAS:	Computer-Assisted Qualitative Data Analysis Software
CEDA:	Citizen Entrepreneurial Development Authority
CEO:	Chief Executive Officer
COVID-19:	Coronavirus disease
DPA:	Botswana's Data Protection Act 2018
EXCBWC:	Executive Committee of Botswana Women in Construction
E2EE :	End-to-End Encryption
G.P.O.:	Government Purchase Order
GRI:	Global Reporting Initiative
HARP:	Heightening Awareness of Research Philosophy
HLCC:	High-Level Consultative Council.
HR:	Human Resources
HRDC:	Human Resource Development Council
ISO:	International Organisation for Standards
ITC:	International Trade Centre
JAT:	Jack of All Trades

LEA:	Local Entrepreneurship Authority
LFS:	Labour Force Survey
MSE:	Medium and Small Enterprises
MYSC:	Ministry of Youth Sports and Culture
OECD:	Organisation for Economic Cooperation and Development
PDHR:	Post-Disaster Housing Reconstruction
PhD:	Doctorate of Philosophy
RFQ:	Request for quote
SADC:	Southern African Development Community
SCP:	Sustainable Construction Procurement
SME:	Small and Medium Enterprises
SMME:	Small, Medium, and Micro Enterprises
SOS:	Save Our Souls
SSI,:	Semi-structured interviews
STEM:	Science, Technology, Engineering, and Mathematics
SWOT:	Strengths, Weaknesses, Opportunities, and Threats
TBL:	Triple Bottom Line
UNICEF:	United Nations International Children's Emergency Fund
VAT:	Value Added Tax
WHO:	World Health Organisation

CHAPTER ONE

INTRODUCTION AND BACKGROUND OF THE STUDY

1.1 INTRODUCTION

Entrepreneurship is crucial to citizens' prosperity and living standards (Mohammed & Ayah, 2019:5371). Despite the generation of employment, entrepreneurship impacts a nation's general fiscal performance diversely: (1) entrepreneurs bring to marketplaces unique commodities, production processes, and technologies; (2) they boost competition; and (3) they expedite structural change (Kritikos, 2015:3). Many economies promote and develop entrepreneurship to steer away from stagnation.

Some years ago, Gallup analysed 2,500 enterprises in the United States of America and found that entrepreneurial talent substantially enlarges the chances of enterprise success (Badal, 2015:1). Also, in a Nebraska study of 111 small enterprises, Gallup established that distinguishing behaviours that aided business success was shown by immensely talented entrepreneurs (Badal, 2015:1).

Among other factors, a society's share of entrepreneurial talent gives it the capacity to economically grow and achieve technical change (Ferrante, 2005:1). Successful entrepreneurs' talents can be "recycled" all over the ecosystem and exploited by others (Spigel & Harrison, 2018:151). Recycled entrepreneurs are necessary for promoting healthy ecosystems. Some recycled entrepreneurs have previously succeeded in running blockbuster firms and continue to actively participate in the local ecosystem by reinvesting their experience and profit as mentors or venture capitalists (Malecki, 2018:7). The entrepreneurial talent recycling process is essential for the flow of resources within ecosystems (Spigel & Harrison, 2018:159).

Hopkins and Bassett (2015:5) argue that one of the areas neglected in entrepreneurship is the transfer of enterprising expertise. In several instances, evaluating acquisitions and mergers fails to recognize the post-acquisition practices of cashed-out individuals who invest in profitable enterprises (Mason & Harrison, 2006:55).

Hopkins and Bassett (2015:5) argue that very little research interrogates entrepreneurial talent recycling, and there is limited information on the area. Also, despite the progress made in developing policies and advancing entrepreneurship, it is unfortunate that entrepreneurship education in Asia and Africa hardly has a large body of literature (Lilischkis *et al.*, 2017:5). This study's concern was on entrepreneurial recycling talent in Botswana, a developing African economy. It was hoped that the findings would reveal more about entrepreneurial talent recycling in such countries. The results would then provide the all-important knowledge on recycling in general and particularly in a developing economy.

A research approach that allowed successful entrepreneurs to reveal their experiences and permit the researcher to develop a framework for these experiences was ideal. Induction as an approach in research was preferred as it involved observation of the phenomenon followed by taking note of patterns and then theory construction (Khaldi, 2017:17).

This chapter presented an overview of the research, including its nature and scope. It set out the foundation of the study by explaining the problem statement, the research objectives, the size of the study, the research design, the study's limitations, the study's contribution, and the chapter boundaries. The key terms were clarified as explained herein.

1.2 TERMINOLOGY

The study was focused on entrepreneurial talent recycling. This term was broken into two to facilitate its explanation: Entrepreneurial recycling and entrepreneurial talent. The expression entrepreneurial activities were also explained.

1.2.1 Entrepreneurial recycling

Entrepreneurial recycling was defined by Mason and Brown (2014:1) as the operation in which successful cashed-out entrepreneurs reinvest their money, expertise, and time in promoting additional entrepreneurial activities. Entrepreneurial recycling occurs after a person has exited an organization. Due to their accumulated wealth, they resolve to stop working and support and create additional entrepreneurial activities (Mason & Brown, 2014:10). Hopkins and Bassett (2015:5) underlined that entrepreneurial recycling involved people who have exited companies due to retrenchments, closures, acquisitions, and mergers and were given packages they use to establish new ventures.

This implied that entrepreneurial recycling begins when an entrepreneur is cashed out and feels he has had enough wealth and does not need to continue working. Then, they devote their energies to supporting and creating more entrepreneurial activities.

Investing in additional entrepreneurial activities should have distinct economic benefits. Cashed-out entrepreneurs undertaking further entrepreneurial activities should do this with particular financial enhancements (Spigel & Harrison, 2018:160). This is achieved through being advisors, angel investors, and dealmakers, attracting investment and support for their subsequent endeavours or stimulating spinoffs from their entrepreneurial activities (Toft-Kehler *et al.*, 2014:454). When this is achieved, then entrepreneurial recycling occurs.

This was the process that was of focus in this study.

1.2.2 Entrepreneurial talent

Entrepreneurial talent is the aptitude to find, choose, deal with, elucidate, and employ the data essential to resolve unsettled problems in society and capitalize on market possibilities (Ferrante, 2005:169). By implication, entrepreneurial talent is the capacity to resolve economic and social issues through extraordinary means. Reynolds (2019:443) sees this as the disposition, character, skill, power, ability, and quality of doing something. Therefore, a lack of entrepreneurial talent is a barrier to exploiting market opportunities.

Badal (2015:2-3) provides examples of entrepreneurial talents:

- **Business focus:** You base your judgments on the observed or projected influence on earnings.
- **Self-assurance:** You properly comprehend yourself and others.
- **Creative thinker:** You demonstrate your innovation by improving an existing concept or product.
- **Delegator:** You understand that you cannot accomplish everything and are open to considering a style and control change.
- **Perseverance:** You endure in the face of tremendous, even insurmountable, difficulties.
- **Self-sufficient:** You will do whatever it takes to develop a successful business.
- **Knowledge-seeker:** You continuously seek knowledge to help you build your business.
- **Promoter:** You are the company's finest spokesman.
- **Relationship-builder:** You have a keen social awareness and the capacity to forge ties to enhance the firm's survival and growth.
- **You are a risk-taker.**

The above talents influence the behaviours of entrepreneurs. Entrepreneurs employ several combinations of the stated skills to initiate or develop an enterprise (Badal,

2014:2). Thus, according to Rosendahl Huber *et al.* (2014:2), entrepreneurs need to have at least a fundamental understanding of several different business sectors to be able to connect people, ideas, and physical resources. To properly combine abilities and manage those of others, this is necessary. Entrepreneurs can employ others, but they also need to have a variety of talents to be able to evaluate and integrate the competencies of others. According to this perspective, while workers may be experts, entrepreneurs need a broad range of skills to handle their many duties and obstacles. They need to be Jacks-of-All-Trades (JATs). This includes having hands-on experience or labour, which entails carrying out specific tasks instead of merely discussing them or having someone else carry them out (Dictionaries, 2023).

These talents can also be reflected during presentations, negotiations, idea generation, or functional skills in banking and marketing (Anokhin *et al.*, 2008:118).

1.2.3 Entrepreneurial talent recycling

Entrepreneurial talent recycling is thus the employment of entrepreneurial talent in creating and supporting new entrepreneurial ventures after exiting and being cashed out in a company. Entrepreneurs undergoing this recycling process are also called recycled or successful entrepreneurs (Hopkins & Bassett, 2015).

Topologies that divide people into habitual, beginner, portfolio, or serial entrepreneurs fail to represent the breadth of steps people take to become successful entrepreneurs and instead focus on ownership. In such situations, limited evidence is there of entrepreneurial talent recycling (Hopkins & Bassett, 2015:9). Until enough evidence exists, novice, habitual, serial, or portfolio entrepreneurs were not referred to as recycled entrepreneurs in this study.

1.2.4. Entrepreneurial activities

Eijdenberg *et al.* (2018:415) view entrepreneurial activities as what entrepreneurs do. Such activities involve exploiting business opportunities, owning and managing businesses, establishing social networks, training entrepreneurs, and starting new businesses (Dvouletý & Orel, 2019a:10-18). However, Ahmad and Seymour (2008:14) provide a more elaborate and specific definition for this study. According to them, entrepreneurial activity is enterprising human action in pursuit of the generation of value through the creation or expansion of economic activity and by identifying and exploiting new products, processes, or markets.

Alternatively, the definition states that entrepreneurial activity is the demonstration by an entrepreneur to spot and work upon business opportunities to create value that grows a societal economy, and this is done by introducing new products, markets, or processes. Activities identified by Dvouletý and Orel (2019b) above are also entrepreneurial activities but have to be about introducing new products, processes, or markets.

It is imperative to note the following concerning entrepreneurial activity:

- It is not any form of ordinary business activity, and it is an activity that demonstrates the creation of value in the economy. It should not be routine.
- Corporations and other businesses can be entrepreneurial, but only those who control and own the businesses are entrepreneurs.
- Entrepreneurial action is manifested or demonstrated in action rather than being planned or intended.
- There is no particular vehicle necessary to demonstrate entrepreneurial activity. Considering the availability of technology and new models in business, even a freestanding entrepreneur can innovate without employees, devise new processes and products, and grow.
- It does not result in economic impacts alone. Even value creation in social and cultural aspects is entrepreneurial activities (Ahmad & Seymour, 2008:14-15).

1.3 BACKGROUND TO THE STUDY

Entrepreneurship has always been a stimulant for economic change and growth (Alsaaty *et al.*, 2014:1). Entrepreneurship research and interest are not new since quantities of papers, surveys, and literature are packed with observations and theoretical ideas on entrepreneurs. There is sufficient evidence to show that entrepreneurship is vital to sustaining and driving economic growth (Hopkins & Bassett, 2015:5).

Pinzón *et al.* (2021) define entrepreneurship as being associated with entrepreneurial activities but can go beyond the individual to include teams, organizations, institutions, and social and inter-organizational networks. That agreement has now centred the discourse on a clearer understanding of the entrepreneurial drivers of economic activity, and entrepreneurial talent has been discovered to affect firm success. (Mayer-Haug *et al.*, 2013:1251). Entrepreneurial talent recycling is one aspect of entrepreneurship that was neglected and yet accountable for enterprise performance. Only studying the entrepreneur may restrict our understanding of what abilities, experiences, and skills are recycled to benefit the economy (Hopkins & Bassett, 2015:5).

Recycled entrepreneurs are necessary to grow healthy ecosystems as they continue being functional in the local ecosystem after having recorded successes with blockbuster firms. They do this by enthusiastically participating in the local ecosystem and using their experience and profit as mentors or investors (Malecki, 2018:7). Entrepreneurial talent recycling is crucial because it allows an economy to function successfully and grow (Hopkins & Bassett, 2015:5).

Kantis (2018:32), in his comparative investigation on developing mature ecosystems, found that mature entrepreneurial ecosystems are primarily a product of entrepreneurial talent recycling as previous successful entrepreneurs run accelerators, incubators, or even entrepreneurial capital funds. Research shows such entrepreneurial

ecosystems in Africa are scarce (Sheriff & Muffatto, 2015a:2). However, this study is not on entrepreneurial ecosystems but contributed significantly to that through its findings.

Successful merchants who have started and developed a new enterprise to the extent that they can effectively depart it seldom exit the ecosystem afterwards (Bahrami & Evans, 2014:63). They, in most cases, direct a part of their recently accumulated time and fortune, including acquired skills, to some new entrepreneurial activity with economic interests (Mason & Harrison, 2006:58). These are significant contributions desired by any developing economy, yet very few studies have been done in this area.

Table 1.1 shows how entrepreneurial talent recycling can be beneficial to an economy:

Table 1.1: Entrepreneurial talent recycling

Entrepreneurial benefits	It starts with exits and cash-outs
Reviving wealth	Enterprise angels
Reviving skills	multiple venture enterprises
Reviving experience	Coach, trainer, instructor

Source: Ensign and Farlow (2016:4)

Table 1.1 shows that the exits and cash-outs initiate the recycling of entrepreneurial talent, which leads to the reinvestment of wealth through being business angels, skills through forming new ventures, and reinvestment of experience through mentors, advisors, and instructors. Little was known in Botswana about how successful cashed-out entrepreneurs have contributed through entrepreneurial talent recycling.

However, not all exits and cash-outs are from successful organizations, and some exits and cash-outs are from failed organizations. Spigel and Harrison (2017:160) warn that talent transfer from deteriorated organizations depends on the local culture, which may not appreciate the experience and knowledge of individuals from such failed organizations. If cultural beliefs penalize non-success, it implies that many

entrepreneurs from failed companies may be unable to exploit their skills and knowledge (Cardon *et al.*, 2011:83).

Although there has been much research on the nature, value, and significance of entrepreneurship, knowledge and evidence demonstrating the spirit of recycling are sparse. Much of what is there is abstract and lacks proof from these people's experiences. (Hopkins & Bassett, 2015:6).

1.4 PROBLEM STATEMENT

According to the Botswana Competition and Consumer Authority's yearly report for 2020/21, 41 mergers were handled, while 56 were dealt with in the previous financial year (Bakwena, 2021). Badubi (2017:5) argues that when companies develop strategies to be productive that incorporate integrating with others, mergers, and acquisitions, they endeavour to generate a profit. Nonetheless, these strategies do not recognize the conduct of cashed-out entrepreneurs who later invest in successful enterprises (Mason & Harrison, 2006:55).

It is argued that acquisitions set off operations of entrepreneurial talent recycling in which the cashed-out individuals exploit the gained wealth and knowledge to initiate new venture enterprises and support other pursuits as venture capitalists or business angels (Mason & Harrison, 2006:55). Recycled individuals are better than new, non-recycled entrepreneurs because they are:

- streetwise,
- they are more comprehensive in their pre-start-up planning,
- they can create a stronger team through their networks,
- they have greater consumer trust and
- spend less time raising funds (Mason & Harrison, 2006:67).

Successful entrepreneurs can better utilize information tailored to enterprise-related commitments than non-experts (Mitchel in Lukes and Uhlaner (2010:9)). Being street savvy is possessing the astute awareness, knowledge, and ingenuity necessary for surviving in a challenging, sometimes deadly urban environment (Dictionary, 2009). By being streetwise, recycled entrepreneurs are responsive to customer needs. According to Reis and Clark (2013), partners who engage in a way that allows them to understand, value, and support one another in achieving significant personal needs and objectives are responsive. The connection and its participants are supported and strengthened through responsiveness.

Through research on the recycling of entrepreneurial talent conducted in Scotland by Hopkins and Bassett in 2015, several tendencies in entrepreneurial recycling have been discovered. These trends can assist the comprehension of when and where the potential exists to help create the necessary environment for additional economic activity (Hopkins & Bassett, 2015:4). The findings can assist in identifying areas needing further economic activity in the country. Such results, made available through this study, could be vital in developing Botswana's economy.

The Botswana government's efforts in helping entrepreneurs have focussed mainly on technical assistance, reducing market access barriers, research innovation, training, and lessening financial constraints (Pansiri & Yalala, 2017:74). Funding and general bolstering of entrepreneurship without considering other variables will not necessarily lead to successful entrepreneurship but rather generate other failing companies (Pansiri & Yalala, 2017:53). It has been stressed that entrepreneurial talent recycling is an area that is more pertinent in developing economies (Mayer-Haug *et al.*, 2013:1251), and yet there were hardly any studies on the topic in developing economies like Botswana. Studies on recycling waste matter and not on recycling entrepreneurial talent were dominant, and the many benefits of entrepreneurial talent recycling made this study urgent. This lack of information on entrepreneurial talent recycling in developing economies created a gap that required investigating.

This study aimed to provide more knowledge on entrepreneurial talent recycling by exploring the occurrence of entrepreneurial talent recycling in Botswana SMMEs and using the findings to create a framework for entrepreneurial talent recycling that ensures the sustainability of SMMEs. Hence the problem of the study is, “ What framework can be developed from entrepreneurial talent recycling that can be utilised for the sustainability of SMMEs in Botswana?”.

Jayasundara *et al.* (2019) claim that in the business sector, the term "sustainable" refers to a company's capacity to endure and prosper in a fast-paced, cutthroat, and difficult corporate climate. Small, Medium, and Micro Enterprises (SMMEs), especially in developing economies, need to take the necessary steps to lessen the hurdles and adjust to the changing environment (Jayasundara *et al.*, 2019) manifests as the capacity to manage social and economic change, deal morally and responsibly in business, preserve the environment and use natural resources wisely, offer top-notch goods and services, and create measures to assess whether the organization is satisfying the needs of stakeholders.

1.5 OBJECTIVES OF THE STUDY

The following primary and secondary objectives guided the study.

1.5.1 Primary objective

The primary objective of this study was to explore and analyze the experiences and knowledge of recycled entrepreneurs in Botswana SMMEs to identify aspects for creating a framework that will ensure the sustainability of SMMEs.

1.5.2 Secondary objectives

The secondary objectives were categorized into literature review objectives, empirical study objectives, and conclusions and recommendations.

1.5.2.1 Literature review objectives

The literature review objectives were:

- To exhibit literature on a wide range of related information on the topic.
- To synthesize information on the historical perspective of entrepreneurship and survey entrepreneurship types and theories.
- To examine the definition, nature, and characteristics of SMMEs in Botswana provided in the available literature.
- To explore the occurrence and nature of entrepreneurial talent recycling through a literature survey.
- To undertake a review of literature on entrepreneur personality traits and characteristics, incorporating a study of a typology of entrepreneurship ventures to bring entrepreneurial behaviour and motivations driving entrepreneurial activity to the fore.
- To explore entrepreneurial ecosystems and mergers and acquisitions related to entrepreneurial talent recycling through a literature review.
- To examine through a literature survey the challenges experienced in the entrepreneurial talent recycling phenomenon.
- To make a literature survey on factors related to the sustainability of SMMEs.
- To compare literature on the development of a framework from a qualitative study.

1.5.2.2 Empirical study objectives

Empirical research is done through acquiring knowledge by direct or indirect observation or experience (Wahyuni, 2012:69-80). A natural study on the topic was guided by the following objectives that follow:

- To obtain insight into the nature of entrepreneurial talent recycling in Botswana SMMEs.

- To explore and determine the aspects that beget sustainable SMMEs from the experiences of recycled entrepreneurs in Botswana.
- To explore the economic benefits and challenges actors face in Botswana's entrepreneurial talent recycling sphere.
- To develop a framework from entrepreneurial talent recycling that engenders sustainable SMMEs in Botswana
- To suggest how the framework on entrepreneurial talent recycling can effectively be implemented for the sustainability of Botswana SMMEs.

1.5.2.3 Conclusions and recommendations objectives:

- To conclude on the occurrence of entrepreneurial talent recycling in Botswana SMMEs.
- To conclude, entrepreneurial talent recycling aspects lead to sustainable SMMEs in Botswana.
- To conclude, the economic benefits and challenges of entrepreneurial talent recycling in Botswana.
- To propose an entrepreneurial talent recycling framework that engenders sustainable SMMEs in Botswana.
- To recommend an effective way to implement the proposed entrepreneurial talent recycling framework that ensures sustainable SMMEs

1.6 SCOPE OF THE STUDY

This section offered the subject area and geographical boundaries.

1.6.1 Field of the study

The study was on entrepreneurship, specifically entrepreneurial talent recycling, not entrepreneurial talent management.

1.6.2 Sector under investigation

The sector under investigation was small, micro, and medium enterprises (Botswana SMMEs) in Botswana. Botswana's Vision 2036 is a compass that directs the nation to its goal of prosperity for all and recognizes the essential role that small and medium-sized enterprises play in achieving this aim (Moroka, 2017:14).

1.6.3 Geographical demarcation

The map of Botswana below shows the capital city and other significant towns where SMMEs of interest are located.

Figure 1.1: A map of Botswana



Source: Rajesh (2023)

According to <http://www.brandbotswana.co.bw/>, Botswana has an area of 581 730 km² and borders South Africa, Zambia, Zimbabwe, and Namibia. The population was about 2.38 million. Gaborone's capital city and other notable towns are Francistown, Selibe Phikwe, Lobatse, Orapa, and Jwaneng. Botswana gained its independence from the United Kingdom on 30 September 1966. The adult literacy rate was about 82%, as provided by the World Bank Report. The population was thus relatively well-educated. The gross domestic product was USD 15.6 billion (2016), and the currency is the Pula. Botswana SMMEs contributed about 35% of the GDP (Mutoko, 2014:28).

1.7 RESEARCH METHODOLOGY

The technical term embraced for how the research will be carried out is methodology (Mishra & Alok, 2011:1). This section discussed how the study was executed and how the data was collected and analysed. The research methodology in this study consisted of a literature review and an empirical study. The literature review discussed how secondary data was collected, while the primary data gathering and analysis was addressed in the empirical research.

1.7.1 Literature review

The literature review was conducted to understand better entrepreneurial talent recycling, entrepreneurship as it relates to the problem, and SMMEs in Botswana. The literature review was undertaken in two parts: Chapter 2 and Chapter 3.

Chapter 2 focused on the general review of related entrepreneurship literature. The chapter defined the term 'entrepreneurship' and provided a historical perspective. A study of entrepreneurship theories and the characteristics of an entrepreneur was conducted. The literature on the characteristics of an entrepreneur incorporated a review of types of entrepreneurs, the aspects of entrepreneurial behaviour, human capital characteristics, their influence on entrepreneurial behaviour, and motivations driving entrepreneurial activity.

Chapter 3 reviewed the literature on the nature of SMMEs in Botswana and entrepreneurial talent recycling. A brief literature survey was on the nature of SMMEs in Botswana. A definition of recycling from an entrepreneurial context was made while providing literature on why recycling is essential. The literature on how recycling works was reviewed, leading to a review of the literature on entrepreneurial talent. The definition, aspects of entrepreneurial talent, and the importance of culture in creating entrepreneurial talent were examined. The literature also addressed the challenges faced by recycled entrepreneurs. The literature on entrepreneurial ecosystems and mergers and acquisitions was explored. Lastly, the chapter reviewed a few related studies on developing a framework.

The sources utilized to understand the literature included scientific journal articles on recycling entrepreneurial talent, reports on entrepreneurial talent recycling, entrepreneurship textbooks, internet articles on entrepreneurship, and Botswana government publications as other search engines.

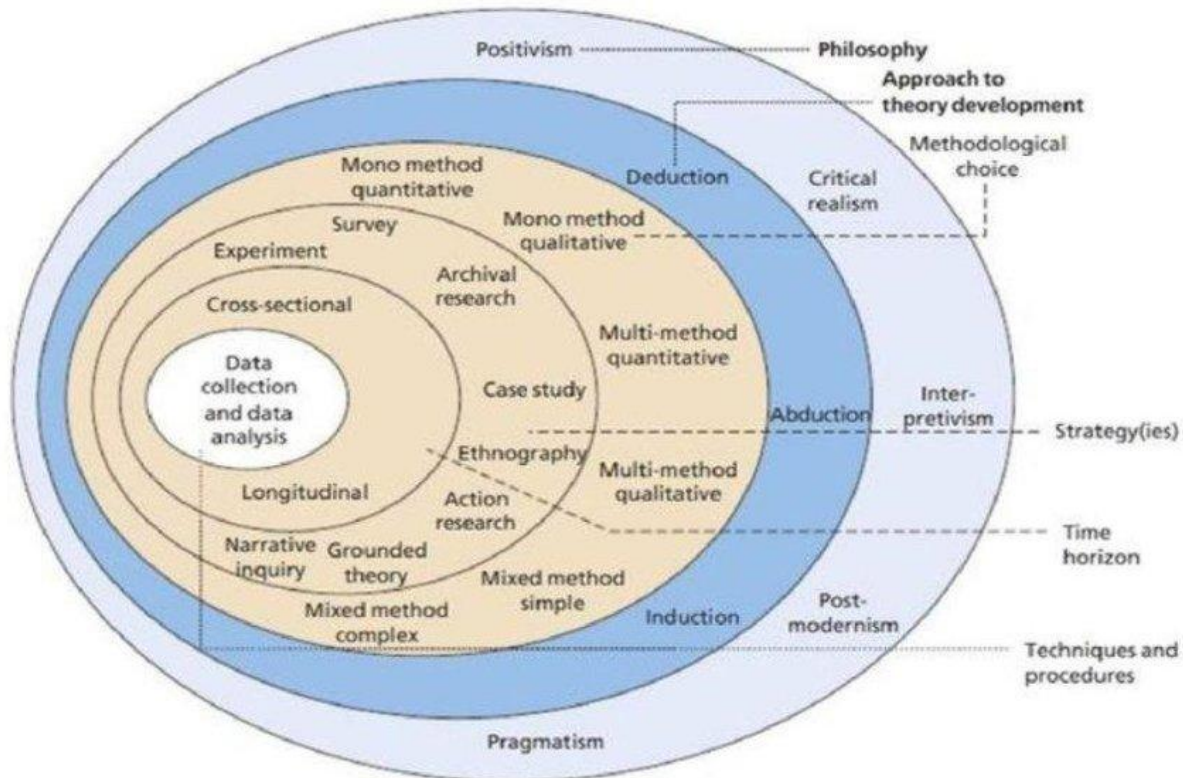
1.7.2 Empirical research

This section addressed the empirical part of the research methodology. The section addressed the researcher's philosophical underpinnings, research paradigm and related aspects of the research approach, research design and strategy, sampling, and data collection and analysis processes. The trustworthiness and ethical considerations of this qualitative study were discussed toward the end of the chapter. Each aspect was briefly discussed, and a more elaborate discussion was done in the methodology chapter of the study.

The research onion metaphor (Figure 1.2) designed by Saunders *et al.* in 2007 was referred to in outlining and discussing the different aspects of the empirical study (Melnikovas, 2018:30). The research onion makes it possible for a researcher to

scrutinize a research question and create a research methodology using a step-by-step process (Raithatha, 2017:70).

Figure 1.2: Research onion



Source: Saunders *et al.* (2019:130)

1.7.2.1 Research paradigm and assumptions

The first layer of the onion represents the research paradigm or philosophy. According to Saunders *et al.* (2019:130), philosophy is a set of beliefs and assumptions about the progress of knowledge. It concerns how data regarding phenomena should be acquired, processed, and used (Tichapondwa, 2013:105). According to Tamminen and Poucher (2020), a research philosophy is a set of fundamental beliefs that direct how the design and execution of a research study will be carried out, and different research philosophies offer different ways of understanding scientific research.

Saunders *et al.* (2019:144) assert that the five principal philosophies in management and business studies are positivism, critical realism, interpretivism, postmodernism, and pragmatism. However, many scholars focus on the differences between two major paradigms, namely interpretivism and positivism (Jegels, 2019:47). Positivism is focused on theory testing and making available material for the advancement of propositions (Bryman *et al.*, 2017:12). Due to this the research study starts with a theory that is tested to verify its validity using the research participants. This study was not about testing theories; therefore, this philosophy was irrelevant. The interpretivism philosophy focuses on subjective truth and knowledge, which is culturally and historically located but founded on comprehended experiences (Ryan, 2018:9). This philosophy is about exploring subjective truth and knowledge located in the experiences of the participants. The starting point would be going into the field to gather the data on the experiences. This philosophy resonated with the objectives and tenets of this study. To that end, the philosophy of interpretivism was selected for this study.

This inquiry aimed to formulate a framework for entrepreneurial talent recycling to ensure the sustainability of SMMEs in Botswana. Formulation of the framework involved the recycled entrepreneurs describing and explaining their experiences in interviews, which were then thematically analysed to identify aspects that made them successful. Such detailed information cannot be obtained using positivism, which tests what is already available. Interpretivism concedes that people are always exploring to understand their world better, and meaning is not immediately bestowed in objects or social situations they interact in but has to be constructed and created by the participants (Petty *et al.*, 2012:270). True to its nature, the interpretivism paradigm enables the researcher to gain a deeper understanding by exploring perceptions and experiences of a particular social context (Alharahsheh & Pius, 2020:39)

However, ideas and assumptions in accurate life influence decision-making, such as the study proposal and the technique and methodologies used (Saunders *et al.*, 2019:129). Most researchers are convinced that all research conducted scientifically should be

underpinned by crucial underlying philosophical assumptions given the nature of the investigation, available data to uphold it, and the method utilized for the study (Alharahsheh & Pius, 2020:39). Researchers need to outline the central underpinning ontological and epistemological assumptions, as the given beliefs determine the researcher's choice of an appropriate methodology and methods (Alharahsheh & Pius, 2020:40).

Interpretivism is more centred on in-depth variables and factors connected to a context, treating humans as different from physical phenomena and ensuring that human beings cannot be investigated like the way physical phenomena are investigated (Alharahsheh & Pius, 2020:41). To that end, Table 1.2 presents the characteristics of the epistemology, ontology, methodology, and axiology of interpretivism assumptions.

Table 1.2: Assumptions on Interpretivism

Assumption	Epistemology (what constitutes acceptable knowledge)	Ontology (nature of reality or being)	Axiology(rol e of values)	Methodology(ty pical methods)
Characteristics	Theories and concepts too simplistic Focus on narratives, stories, perceptions, and interpretations . New understandings and worldviews as a contribution	Complex, rich, socially constructed through culture and language, Multiple meanings, interpretations, realities The flux of processes, experiences , practices	Value-based research Researchers are part of what is researched Subjective The researcher's interpretations are critical to the contribution Researcher reflexive	Typically inductive Small samples, in-depth investigations Qualitative methods of analysis but a range of data can be interpreted

Source: Adapted from Saunders *et al.* (2012:140)

As reflected in Table 1.2, the researcher placed a tremendous significance on data assembled through face-to-face interviews, and this showed that the researcher valued

data gathered via human interaction with participants far more than findings received through questionnaire replies (Saunders *et al.*, 2019:133). **Interpretivism** was thus appropriate for this study.

In the next section, the second layer is discussed.

1.7.2.3 Research approach

This second layer of the onion dealt with the research approach. Creswell (2014:31) defines a research approach as broad assumptions on the plan and procedure related to the study's steps during data gathering, analysis, and interpretation.

The onion provides three approach choices: abduction, deduction, or induction. Deduction and induction are often discussed in the social research literature (Kennedy & Thornberg, 2018:50). The study distinguished between the two. The starting point in deduction is a specific theory or rule and examines how raw data relates to the rule by either supporting or repudiating the understanding (Kennedy & Thornberg, 2018:50). Deduction was not appropriate for this study as it was consistent with the positivism philosophy that starts with a specific theory.

In induction, researchers utilize a chain of empirical cases to establish a pattern from which to make a joint statement (Kennedy & Thornberg, 2018:51). The study wished to interview several recycled entrepreneurs to obtain data on what made them successful in generating a framework for sustainable SMMEs in Botswana after identifying patterns in the data. The induction approach reverberated with the objectives of this study and was therefore adopted.

Further, the **induction approach** was valid for this study because it comprises a philosophical worldview of interpretivism, the qualitative methodological choice, and research methods that incorporate interviews that lead to identifying patterns and then

building theory (Khaldi, 2017:17). **Figure 1.3** demonstrates the process involved in the induction process.

Figure 1.3: The induction process



The section below discusses the methodological choice.

1.7.2.4 Methodological choice

From the research onion, methodological approaches are mainly qualitative, quantitative, and mixed methods. This layer of the onion was about whether data would be collected using qualitative, quantitative, or mixed methods (Melnikovas, 2018:34). Considering what was discussed in the preceding sections, it was evident that the study collected and analysed data using **qualitative methods**. Semi-structured interviews in non-numerical form, texts, photos, and videos were used to collect data (Apuke, 2017:46). The data were analysed inductively, progressing from particulars to general themes (Gibbs, 2018:189). More specifically, the methodological choice was a mono-method qualitative and explorative design where non-numeric data was collected on the experiences and perceptions of recycled entrepreneurs through semi-structured interviews. It is analysed thematically as narratives (Saunders & Tosey, 2013:59).

This explorative design puts the researcher in the phenomenon to be observed, and the researcher portrays the observed phenomenon in conversations, field notes, interviews, memos, recordings, and photographs.

Tesch (2013:58) pointed out over 40 different approaches to qualitative research. According to Tesch (2013:17-25), the various methods can be partitioned into three general inclinations based on the investigator's interest:

- "Language-oriented" techniques are concerned with language and interpersonal communication characteristics.
- "Descriptive/interpretive" approaches are concerned with uncovering regularities by offering detailed descriptions of social processes.
- The third technique, "theory-building," aims to uncover links between social phenomena.

The researcher sought to develop a framework for the sustainability of SMMEs utilizing entrepreneurial talent recycling, and thus, the study fell into Tesch's theory-building approach classification. The next layer of the onion was the research design.

1.7.2.5 Research design

Modesto and Tichapondwa (2016:52) refer to the research design as the overall plan selected by the researcher to integrate the different elements of the study coherently and logically, revealing the collection, measurement, and analysis of data. Briefly, Bryman *et al.* (2017:100) define research design as a framework for collecting and analyzing data.

Selecting the most appropriate research design and providing reasons for the selection is critical in the research process (Doyle *et al.*, 2020:444). There is a range of designs available for qualitative studies that include grounded theory, ethnography, and phenomenology (Doyle *et al.*, 2020:444). Still, these designs were not the most appropriate for this study in that they required a deeply theoretical context that was not needed for this study. The study required a design that was:

- Exploratory and interpretative

- inductive,
- enabled the researcher to sample participants purposively,
- data collection was face-to-face using a semi-structured interview
- enabled staying close to the data
- described the participants' experiences while
- analysed data thematically.

The qualitative descriptive design is the most frequently used design for providing straightforward descriptions of participants' experiences and perceptions, especially where there is scarce information on the phenomenon (Sandelowski, 2010). The qualitative descriptive design obtains a 'straight description of the phenomena' while facilitating the analysis and interpretation of the findings that remain near the data and represent the participants' responses (Doyle *et al.*, 2020:451). The qualitative descriptive design recognizes the subjective nature of the problem, allows the use of questionnaires in qualitative exploratory studies, permits the use of inductive and dynamic research processes, aligns itself with non-probability sampling as well as the use of semi-structured individual face-to-face interviews for the collection of data (Doyle *et al.*, 2020; Howitt, 2019; Kim *et al.*, 2017). The qualitative descriptive design was the design of choice in this study.

The subsequent discussion was on the research strategy.

1.7.2.6 Research strategy

Denscombe (2017:3) defines strategy as a plan of action to attain a particular goal. The research strategy must be considered given the explored research problem, philosophy, and design (Saunders *et al.*, 2019:131). Qualitative research is related to several research strategies, including action research, case study research, ethnography, grounded theory, and narrative research (Saunders *et al.*, 2012:163-164). Action research was irrelevant because it involved the researcher and a client in diagnosing a problem (Bryman *et al.*, 2017:374). The case study research was inapplicable since this

was not a case study. Ethnography has to do with describing cultures or peoples (Denscombe, 2017) and was thus irrelevant. Theoretical sampling is the hallmark of grounded theory (Davoudi *et al.*, 2017:1). Theoretical sampling means selecting further occurrences, activities, occasions, and respondents based on the developing conceptual base (Draucker *et al.*, 2007:1137), which means additional participants are decided by what the data reveals regarding areas requiring more information. This study's sampling techniques were purposive or convenience and snowballing; grounded theory was not the preferred strategy.

This study was interpretive and followed qualitative methods. This study required a strategy that enabled recycled entrepreneurs to narrate the stories of their experiences and perceptions.

Saunders *et al.* (2012) explain a narrative as a story whereby the participant tells an account of their experiences to account for some events in their life. They continue to state that a qualitative interview enables a participant to get involved in storytelling using in-depth interviews. The study's objectives centred on obtaining data on the recycled entrepreneurs' experiences, skills, networks, abilities, and knowledge through open-ended questions in **semi-structured interviews**. Several participants provided personal accounts of a particular context, enabling the researcher to compare and triangulate or contrast their narratives (Saunders *et al.*, 2012:188). Narrative Inquiry will be the research strategy of this study.

The subsequent discussion was on time horizons.

1.7.2.7 Time horizons

As reflected on the onion, the layer of time horizons has two aspects: cross-sectional and longitudinal time horizons.

Miller (2015:293) points out that longitudinal research is about understanding and making sense of experiences unfolding over a long period. That means the longitudinal time horizon is adopted when a phenomenon is being investigated over a long period. When the researcher is called upon to respond to an issue or deal with a problem at a specific time, the research is cross-sectional (Saunders & Tosey, 2013:59). This study was **cross-sectional**, and the semi-structured interviews of recycled entrepreneurs occurred at a specific time.

1.7.2.8 Study population and sampling

At the centre of the inquiry was the target population. Asiamah *et al.* (2017:1612) define the population of interest as classifying individuals or subjects with particular qualities of relevance and interest. The sample was drawn from the target population. The target population of this study was individuals involved with Botswana SMMEs who satisfied the inclusion criteria listed in Table 1.3 below. According to Nkwe (2012), an SMME in Botswana should have a hundred or fewer employees.

Hornberger and Rangu (2020) posit that the inclusion criteria specify the characteristics an entrepreneur must possess to be eligible to participate in the study, while the exclusion criteria outline features of an entrepreneur that, if met, deems them ineligible. The researcher specified the study's target population by outlining the inclusion and exclusion criteria. Table 1.3 shows the characteristics that were considered in the inclusion and exclusion criteria:

Table 1.3: Inclusion and exclusion criteria for this study

Criteria for this study sample	Inclusive	Exclusive
Involved with SMMEs in Botswana	√	
Exited a business	√	
Got an exit package	√	
Creating or supporting entrepreneurial activities	√	
The business has more than 100 employees.		√
Did not exit a business		√
Not creating or supporting entrepreneurial activities.		√
Did not get an exit package		√

The Local Entrepreneurship Authority (LEA) oversees entrepreneurship and enterprise development in Botswana. It is acting on behalf of the government, especially the Ministry of Investment, Trade, and Industry.

LEA has no clear category of entrepreneurs who meet the inclusion criteria. The researcher contacted the officers at LEA and informed them about the researcher's desire to interview entrepreneurs who satisfied the inclusion criteria. They provided a few names, and the first respondent was selected for the interview using convenience sampling. Convenience sampling occurs when a participant is chosen due to availability (Bryman *et al.*, 2017:375). After that, other relevant entrepreneurs were obtained through snowballing. Snowball sampling occurs when the initial contacts who are relevant to the study identify other participants who can participate (Bryman *et al.*, 2017:179).

Botswana's Data Protection Act 2018 (DPA, 2018) regulates personal data protection and ensures that individuals' privacy and data are maintained. Section 14 of the act requires that the data controller or researcher:

- Process personal data lawfully and fairly, and where possible, consent of the subject is sought before collection.
- Collect personal data for clearly stated, explicit, and legitimate purposes.
- Personal data is adequately secured against risks such as loss, unauthorized access, modification, or disclosure.
- Personal data is not stored for periods longer than is necessary (Presidency, 2021:A542).

To comply with the stated provisions, when the LEA officer was requested to help identify possible participants, she was given a consent form for the prospective participants to read and sign before passing on their personal information to the researcher. Alternatively, the LEA officer was given the researcher's contact details so the prospective participant could initiate the contact. **Appendix A**, attached, was used to seek permission from LEA to conduct the research with registered entrepreneurs.

Qualitative samples are relatively small but must be sufficient for replication to happen and be recognized and relevant in that those interviewed should be adept in the phenomenon of importance (Morse, 2015:588). Saturation is the most customarily endorsed assurance of qualitative rigour recommended by authors (Morse, 2015:587). The point of saturation is achieved when no new data results from further data gathering (Jones & Alony, 2011:13). Data collection stops at that point. It is hoped that saturation will be achieved between 12 and 15 interviews.

According to Saunders *et al.* (2019:315), many research books recommend gathering data until data saturation is reached, meaning adding more participants will result in no new information for the study. However, some scholars argue that many qualitative researchers misunderstand data saturation, and there is no clear indication of how

saturation was assessed. Malterud *et al.* (2015:2) proposed the concept of information power as a tool to determine sample size.

The idea of information power indicates that the more study-relevant information the sample possesses, the lower the number of participants required, and vice versa. Therefore, the researcher intended to interview ten (10) recycled entrepreneurs as a starting point. The concept of information power was adopted throughout the study to ensure the adequacy of the information gathered for research analysis. Morse believes that qualitative research has experienced a worldwide outpouring of popularity due to several push factors of change, the most important being the advancement in technology and equipment, enabling researchers to ease and expedite data collection (Morse, 2020:1). She listed eight strategies to determine which sample sizes can be applied, as the sample size depends on a variety of criteria, such as:

- The complexity of the research questions
- The scope of the inquiry
- The flexibility of the data that is being collected
- The different number of strategies that will be used
- Any variations in the participants, including gender, age, ethnicity
- The complexity of the research method
- The researcher's own experience in thinking qualitatively
- The nature of the different participants (Morse, 2020:1-7)

Morse stated that rudimentary criteria for ceasing the process of data collection should instead be referred to as the “emergence of no new data” rather than as saturation (Morse, 2020:5). When the categories (or themes) are saturated. If no new data comes from the participants, then the researcher should stop collecting data. Saturation means a sufficient sample size for the researcher (Creswell & Creswell, 2018:301). However, Morse cautions against too little data, as the shallower the analysis, the more trivial the results (Morse, 2020:5).

1.7.2.9 Measuring instrument

The study used semi-structured interviews (SSI) as the measuring instrument. A semi-structured interview covers a broad range of circumstances where the interviewer has a list of questions on an interview guide but can change the sequence of questions (Bryman *et al.*, 2017). The questions are more broadly structured when compared to a structured interview list, and the interviewer frequently possesses the freedom to probe further to get explanations for critical responses (Bryman *et al.*, 2017:216).

The guiding principle was to get significant information from the inquiry through questions that persuade subjects to talk freely about their experiences and perceptions (Kallio *et al.*, 2016). Further probing helps to clarify key ideas (Turner III, 2010:758) and guides the conversation regarding the study objectives (Baumbusch, 2010).

The interview guide is attached as Appendix B.

1.7.2.9 Data collection

The researcher gathered information from the selected individuals through face-to-face or online interviews. The interview questions were outlined in the guide (Appendix B). The researcher adhered to the requirements of the DPA Section 14 to ensure that the subjects gave consent before data could be collected and explained the data collection objectives (Presidency, 2021:A542). Appendix A was used to seek informed consent.

The participants were contacted by phone, email, or in-person to arrange a convenient interview time. The interviews were held in locations that were primarily convenient for the interviewee but also suitable for conducting an interview. When the interview commenced, the researcher first made self-introductory remarks, expressed his gratitude for the subject's participation, explained the study's objectives, and requested permission from the participant to sound record and take notes during the interview in compliance with the DPA Section 14. The tape-recorded data was kept safely in a

password-controlled computer in compliance with Section 14 of the DPA, which requires data to be appropriately secured against loss, unauthorized access, disclosure, or modification (Presidency, 2021:A542).

During the interview, the investigator slowly led the discussion partner in an open discussion (Rubin & Rubin, 2011:4) while giving opportunities through provident, predetermined questions and observed the participant through diligent, reflective attentiveness (Hoglund & Oberg, 2011:130).

The study observed some hints provided by Hoglund and Oberg (2011:136) on how to conduct the interview:

- Create a comfortable and uplifting atmosphere where the interviewee feels safe and respected.
- Use skills for reflective listening to quickly comprehend what the interviewee is sharing to pick up instances where follow-up questions are possible.
- Empathize with the interviewee.

Each interview was recorded as already discussed, and these interviews were conducted and handled in line with the due ethical research considerations and DPA 2018 provisions. Each interview took approximately an hour.

1.7.2.10 Data processing and analysis

The data captured through a tape recording was prepared for analysis. Data preparation generally involves converting data from its audio state to a written narrative. The data was converted from audio to text by the researcher. In that regard, McMullin (2023:141) alluded that all social scientists doing qualitative research should cautiously attend to converting audio material to word text. Transcripts should be comprehensive, including the questions asked by the interviewer, without omitting anything that may look 'unimportant' in transcribing (Schreier, 2012:4).

In qualitative research, the investigator is usually the data gatherer and data reviewer, exposing the findings to a possible researcher bias (Miles and Huberman, 1994). Birt *et al.* (2016:2) emphasize that the rigour of findings is the cornerstone of excellent qualitative inquiry, and the possibility of investigator bias may be lessened by diligently engaging the study subject in validating the results. Member checking, alternatively called participant or respondent validation, scrutinizes the findings' reliability. This is effected by giving the interviewees the transcripts to confirm their accuracy and that they reverberate their experiences (Birt *et al.*, 2016:2). After the member check interview, data analysis ensued, and data was analysed thematically.

Lambert and Lambert (2012:256) contend that in qualitative descriptive research, data analysis is data-driven because themes emerge from the data during analysis, and the researcher determines the organisation of data. There is a lot of flexibility in how data is organized. In qualitative descriptive research, coding can be inductive, meaning it emerges from the data, or a priori, meaning it is based on a pre-determined template, as in template analysis (Doyle *et al.*, 2020:448).

The concept of suitability for purpose should guide the analysis and presentation of qualitative data, as there is no one right or wrong method (Cohen *et al.*, 2018:461). Qualitative data analysis predominantly consists of content or thematic analyses, often erroneously used interchangeably (Miles *et al.*, 2014). The researcher could fully engage with the data through thematic analysis, which allowed themes to surface (Guest *et al.*, 2012:16-17). The study analysed the data according to the guidelines provided by Creswell and Poth (2018), as explained in Table 1.4 below. The researcher preferred this method because it is a beneficial method of organising data, as it pulls together all the significant data for the specific issue that fascinates the researcher, maintains the coherence of the material, and brings back the reader to the intention of the research (Cohen *et al.*, 2018).

The steps followed in the data analysis are reflected in Table 1.4.

Table 1.4: Data analytic steps

Step/loop	Activity
1. Data management	• Developed files, organised the data, and backed up the security
2. Reading the transcripts and memoing	• I read and reread the transcripts and made sense of them. • Notes were generated in a counter book.
3. Describing, classifying, and interpreting	• 12 different colours are allotted to 12 themes as reflected in Appendix E • Identified codes on the codes section of transcripts • Developed and refined an initial codebook in the second codebook (Appendix F). Put codes on cards • Displayed cards per themes on the wall • Moved cards to more appropriate them • Reduced themes to nine • Developed a network diagram on a table for each theme
4. Interpreting and making sense of the data	• Analysed the network diagrams for connections and commonalities
5. Presenting the findings as a framework	Developed and presented the entrepreneurial talent recycling framework for the sustainability of SMMEs in Botswana

A thematic map with the main overarching themes and categories was drawn, ultimately informing the framework's design. According to Kalpokaite and Radivojevic (2018:46), mapping data presents the overall picture, chronicles themes and categories and permits a conclusion.

1.7.3 Summary of the research method

The summary of the research process is presented below in **Table 1.5**.

Table 1.5: Summary of research method

Stage	Researcher stance
Research Philosophy/paradigm	Interpretivism
Research approach	Induction
Research design	Qualitative descriptive design
Research strategy	Narrative Inquiry
Time horizon	Cross-sectional
Data collection	Semi-structured interviews of recycled entrepreneurs
Data verification and validation	Member check interview
Data analysis	1. Data analysis spiral by Creswell and Poth (2018) 2. Development of a framework

1.7.4 Trustworthiness

The trustworthiness of qualitative research is often questionable to positivists, perhaps due to their conceptualization of validity and reliability that cannot be treated in the same way in true-to-life work (Shenton, 2004:63)

According to Modesto and Tichapondwa (2016:49), scholars have argued that credibility and transferability in trustworthiness provide the camera for assessing **rigour** in qualitative research findings. This is similar to issues of validity and reliability in quantitative research. Modesto and Tichapondwa continue to strongly argue that notions of validity and reliability are relatively unfamiliar in qualitative research, underlining that the images are not a good fit. Denscombe (2017:298) provided the following reasons:

- Things change with time, and there is minimal likelihood of gathering comparable people in similar surroundings in a social milieu that has not altered.

- Because the researcher is directly involved in the gathering and interpreting of qualitative data, the potential of another researcher replicating similar data is eliminated.

Instead, In 1981, Guba recommended that qualitative researchers utilize credibility, transferability, dependability, and confirmability to evaluate trustworthiness (Williams & Hill, 2012:175).

Therefore, strategies for achieving **RIGOUR** in this study were as follows:

Credibility

This was addressed through triangulation, respondent validation, and grounded data.

Transferability

Denscombe (2017:301) argues that the potential for generalizing exists if subjects' personal information, such as age, sex, ethnicity, and social contexts of the investigation unit, is viewed like other entrepreneurs in developing economies. The researcher preferred to verify this later as the study progressed.

Dependability (reliability)

Dependability was attained by the researcher supplying a detailed thesis report on methodology bolstered by tape recordings of each interview proceedings and preserving all records of different documents found in the field.

Confirmability (objectivity)

To achieve conformity, the researcher tried to distance himself from his usual beliefs and freeze judgments on the investigation's social issues until the end. To maintain an

open mind, the researcher avoided ignoring data that did not appear to match the analysis and verified competing theories during data examination.

1.7.5 Ethical and confidentiality issues

Denscombe (2017:329) asserts that social researchers must be ethical and not be tempted to employ any means available to obtain information from participants. In recognition of this fact, Bryman *et al.* (2017:120) identified four main areas in which researchers may transgress ethical principles:

- Where there is harm to participants
- Where there is a lack of informed consent
- Where there is an invasion of privacy and
- Where deception is involved

The researcher explained how the study catered to each aspect of the above-identified areas.

Harm to participants

The researcher avoided any harm to the participants that may be psychological or physical by upholding the anonymity of the accounts furnished by the participants, as well as securing the confidentiality of participants' records. Prevention of harm to participants was in keeping with the DPA Section 14, which mentions that personal data shall be securely stored and inaccessible to unauthorized persons (Presidency, 2021:A542).

Lack of informed consent

An informed consent form was designed, and participants signed it to acknowledge their willingness to participate. The informed consent form informed the participants of the

implications and aims of the study. Seeking informed consent was in line with the provisions of DPA Section 16(a), which requires consent from the participating subjects in writing. Section 19 stipulates that subjects can revoke their approval in writing (Presidency, 2021:A543-544).

Invasion of privacy

Through the informed consent form, participants were informed about privacy issues.

Deception

To avoid deception, the researcher adopted suggestions by Denscombe (2017:336-337), which follow:

- Misrepresentation in dealing with participants was avoided.
- A fair and unbiased interpretation of the findings was provided.
- Tangible benefits likely to emerge from the study were highlighted to the participants.
- A great attempt was made not to plagiarise.

Avoiding deception also complied with the DTA Section 14(d) provisions, which specify that data should be collected for specified, legitimate, and explicitly stated grounds (Presidency, 2021:A542). Through the informed consent form, the researcher also requested participants to be honest during the interview to avoid deception.

The four areas of ethical principles discussed above ensured that the researcher carried out the study in a morally acceptable manner. The section that follows discusses the limitations of the study.

1.8 CHAPTER CLASSIFICATION

The study comprised six interconnected chapters, and they were summarised below:

Chapter one: Introduction and background of the study

Chapter One introduced the whole study, wherein the problem and its background were discussed. It revealed the scope and nature of the study, outlined research objectives, and discussed the study methodology.

Chapter Two: Review of related entrepreneurship literature

This chapter focused on explaining the concept of entrepreneurship and provided a historical perspective while reviewing entrepreneurship types and theories. This led to a literature review on entrepreneurial personality traits, characteristics, behaviour, and motivations driving entrepreneurial activity and approach.

Chapter Three: Review of related literature on SMMEs in Botswana and entrepreneurial talent recycling

This chapter analysed available information related to the definition, nature, and characteristics of SMMEs from the Botswana perspective and zoomed in on recycling entrepreneurial talent. A description of recycling from an entrepreneurial context was made while providing literature on why recycling is essential. The literature on how recycling works was reviewed, which led to exploring the literature on entrepreneurial talent. The literature also addressed the challenges faced by recycled entrepreneurs.

Chapter four: Research methodology

The chapter addressed the research methodology. The chapter described the researcher's position on his research paradigm and design together with research tools.

Chapter five: Discussion and interpretation of findings

The chapter presented the primary data gathered through semi-structured interviews. The preliminary data findings were presented by diagrams that reflected the themes, categories, and sub-categories. Interpretation and discussion of the results were made thereof.

Chapter six: Conclusions and recommendations

This chapter constituted the conclusions and recommendations of the study. This chapter highlighted the research problem's answers as depicted through the primary and subsidiary objectives. Acknowledging the study constraints was made, and recommendations for future studies were completed.

1.9 SUMMARY OF THE CHAPTER

This introductory chapter highlighted the background of the research problem and specified the objectives that are shepherding the inquiry. A map showing the location of the study was appropriately inserted to enhance comprehension of the unit of analysis and where the fieldwork will take place. The research methods of this qualitative exploratory study were identified and discussed, as well as the study's contribution. The chapter provided brief information on what would occur in each of the chapters of the study.

The next chapter reviewed the general literature on entrepreneurship but focused on the main problem.

CHAPTER TWO

REVIEW OF RELATED ENTREPRENEURSHIP LITERATURE

2.1 INTRODUCTION

Entrepreneurship has traditionally been a driving force behind economic progress and transformation (Alsaaty *et al.*, 2014:1). Volumes of literature, surveys, and articles are filled with theoretical insights and observations about this group of individuals, which evidence shows are critical to driving and sustaining economic growth (Hopkins & Bassett, 2015:5). Entrepreneurship is a complicated occurrence that appears in several conditions and differs based on its span, procedures, and results (Nielsen *et al.*, 2021:3). Some years back entrepreneurship was seen merely as an applied rather than an academic field of study where research is carried out and yet, this area is responsible for revamping economies (Kuratko, 2016). This study is about developing a framework for entrepreneurial talent recycling to ensure the sustainability of SMMEs in Botswana.

The previous chapter introduced the area of study, which essentially brought to the fore the problem of the inquiry and related issues like the subordinate study questions and objectives. The research methodology was outlined, revealing how the goals will be achieved.

This chapter looks into the literature related to the study area but on a general level. The scope of focus is defining what the term 'entrepreneurship' means, providing a historical perspective, and surveying entrepreneurship types and theories. This will lead to a review of the literature on an entrepreneur's personality traits and characteristics, incorporating a study of a typology of entrepreneurship ventures to bring entrepreneurial behaviour and motivations driving entrepreneurial activity to the fore. A more specific examination of aspects critically linked to the subject issue is made in Chapter Three.

The following section provides a historical perspective on entrepreneurship and defines the term entrepreneurship.

2.2 HISTORY AND DEFINITION OF ENTREPRENEURSHIP

Entrepreneurship has existed throughout history since it is necessary for survival (García *et al.*, 2017:442). Because entrepreneurship is a natural phenomenon in business and can affect the performance and impact of a company, it is essential for any business player or entrepreneur first to understand the definition of entrepreneurship." Then, they could solve their company challenges(Diandra & Azmy, 2020:235).

The branch of entrepreneurship has appreciated considerably in academic knowledge, but there is no standard agreement on the explanation of what an entrepreneur or entrepreneurship is (Rususup *et al.*, 2012:5370). Packard (2017:536) argues that the actual definition of entrepreneurship continues to be tricky, with others assuming that a proper explanation is hardly achievable. Even today, the purpose of the term entrepreneurship is still confusing, and no agreement can be found among researchers, practitioners, and (Blundel *et al.*, 2017:4). Other investigators view entrepreneurship from the financial, social, and cognitive perspectives. Some perceive it from the management viewpoint, while others view it from a social perspective (Bula, 2012a:81). Entrepreneurship is, therefore, a multidimensional concept(Bula, 2012b:456).

A brief examination of the term's history is appropriate to demonstrate this. Bujor and Avasilcai (2016:25) stated that several definitions of entrepreneurship appeared in the literature, explaining it as a business procedure as time progressed. The earlier description was given in the eighteenth century. It explains entrepreneurship in the financial context as a show-off procedure to purchase at specific known costs and sell at unpredictable prices (Bujor & Avasilcai, 2016:25). According to Rususup *et al.* (2012:5371), the term "entrepreneurship" originated from the French word "entrepreneur".

Entrepreneurship is a belief that has prompted lots of attention from different kinds of people because of its capacity for enterprise and fiscal growth, and there is a necessity for a consensus about the concept to enhance its usage (Sikalieh *et al.*, 2012:129). Sánchez (2011:428) argues that the first traces of the term were noted by Venn (1982) during the period of the late 17th and early 18th centuries when the first two terms were used for an individual doing a civil engineering construction design job for-profit and the other was a typical Middle Ages Crusades fighter. In the late 20th century, Drucker and Kirzner defined entrepreneurship. Drucker perceives it as a procedure of getting profits from the novel, extraordinary, and integration of resources in an unpredictable and ambiguous environment. Kirzner saw it as taking advantage of market gaps to satisfy needs that exit efficiently (Sikalieh *et al.*, 2012:130). Earlier in the 20th century, Joseph Schumpeter, the father of entrepreneurship, defined entrepreneurship as generating new blends of elements to allow fiscal development (Sikalieh *et al.*, 2012:131). The inclusion of innovation in the definition of entrepreneurship originated from Schumpeter, who believed entrepreneurs were better placed to fight economic discontinuities (Guterman, 2021:4).

However, the terms 'entrepreneurship', 'entrepreneur', and 'enterprise' derive from the same linguistic source, the French transitive verb '*entreprendre*', which means to begin, tackle or undertake something (Blundel *et al.*, 2017). The definition is supported by Rususup *et al.* (2012), who state that "entrepreneurship" originated from the French word 'entrepreneur'. The concept of entrepreneur was first sighted in the article titled *Essai Sur la Nature du Commerce en Général*, composed by Cantillon (1755), who numerous historians believed was the first biggest economic theoretician (Sánchez, 2011:428). The Irish-born writer Richard Cantillon described the entrepreneur as someone specializing in taking on financial risk (Blundel *et al.*, 2018:2). This rhymes very well with the earliest explanation given in the eighteenth century. When the Industrial Revolution began in 1830, Jean-Baptiste Say widened the definition of a successful entrepreneur to incorporate skills in management (Sikalieh *et al.*, 2012:129).

Still, this explanation made some ask if there was any outstanding enterprise operation in this or if it was just a type of leadership.

Later on, the term entrepreneur became enriched by essential economists like Baumol, 1993, Casson, 1982, and so on, who saw differences between the entrepreneur and an investor in the way they would want to be rewarded for work they would have done (Sánchez, 2011:428). Other eighteenth-century figures, such as English philosopher and political economist John Stuart Mill, experimented with alternatives such as 'undertaker'. Over time, the original French word 'entrepreneur' became firmly established in English, albeit with different perceptions of the term (Blundel *et al.*, 2018:3). However, economists later expanded the entrepreneurship definition to include factors of production.

In contrast, afterwards, the idea of creativity was introduced. It is noted that the same concept can explain a procedure, a market, an item or element, or even a company (Bujor & Avasilcai, 2016:25). According to Sikalieh *et al.* (2012:131), the transformation of entrepreneurship enables financial structures to prevent duplication and move forward to more advanced states.

From the above discussion, the earliest definitions of entrepreneurship focus on the economic function of the entrepreneur. In contrast, definitions that emerged later paid more attention to risks and challenges resulting from factors of production that were combined and generated products being sold in marketplaces that evolved now and then (Guttermann, 2021:4). Some researchers targeted the entrepreneur's personality characteristics. Life encounters create outlines of general entrepreneur traits (Guttermann, 2021:4). Table 2.1 which continues to the next page provides an external review of extant definitions of entrepreneurship and the entrepreneur.

Table 2.1: A superficial review of extant definitions

Essence of definition	Publication
<i>“Entrepreneurs buy at specific prices in the present and sell at uncertain prices in the future. The entrepreneur is a bearer of uncertainty.</i>	(Cantillon, 1755/1931)
<i>Entrepreneurs are projectors.</i>	(Defoe, 1887/2001)
<i>Entrepreneurs try to predict and act upon change within markets. The entrepreneur bears the uncertainty of market dynamics.</i>	(Knight, 1921)
<i>The entrepreneur is the person who maintains immunity from the control of rational bureaucratic knowledge.</i>	(Knight, 1942) (Weber, 1947)
<i>The entrepreneur is the innovator who implements change within markets by carrying out new combinations. These can take several forms:</i> <i>• the introduction of a new good or quality thereof,</i> <i>• the introduction of a new method of production,</i> <i>• the opening of a new market,</i> <i>• the conquest of a new source of supply of new materials or parts and</i> <i>• the carrying out of a new organization in any industry</i>	(Schumpeter, 1934)
<i>The entrepreneur is always a speculator. He deals with the uncertain conditions of the future. His success or failure depends on the correctness of his anticipation of uncertain events.</i>	(von Mises, 1949/1996)
<i>The entrepreneur is the coordinator and arbitrageur.</i>	(Walras, 1954)
<i>Entrepreneurial activity involves identifying opportunities within the economic system.</i>	(Penrose, 1959/1980)
<i>The entrepreneur recognizes and acts upon profit opportunities, essentially an arbitrageur.</i>	(Kirzner, 1973)
<i>Entrepreneurship is the act of innovation involving endowing existing resources with new wealth-producing capacity.</i>	(Drucker, 1985)
<i>The essential act of entrepreneurship is a new entry. New access can be accomplished by entering new or established markets with new or</i>	(Lumpkin & Dess, 1996)

<i>existing goods or services. A unique entry is launching a new venture, either by a start-up firm, through a current firm, or via 'internal corporate venturing'.</i>	
<i>The field of entrepreneurship involves the study of sources of opportunities, the process of discovery, evaluation, and exploitation of options, and the set of individuals who discover, evaluate, and exploit them.</i>	(Shane & Venkataraman, 2000)
<i>Entrepreneurship is a context-dependent social process through which individuals and teams create wealth by bringing together unique packages of resources to exploit marketplace opportunities.</i>	(Ireland, Hitt & Sirmon, 2003)
<i>Entrepreneurship is a mindset and process to create and develop economic activity by blending risk-taking, creativity, and innovation with sound management within a new or existing organization.</i>	(Commission of the European Communities, 2003)"

Source: Ahmad and Seymour (2008:8)

It would be misleading for this study to provide a universally accepted definition. The best way is to assume that different people utilize the exact words but understand them differently (Blundel *et al.*, 2018:2). The lack of agreement on the term 'entrepreneurship' makes it essential that researchers offer a straightforward explanation of what they mean by this very term when they utilize it (Sikalieh *et al.*, 2012:129). The researcher provides the working definition of entrepreneurship and the types of entrepreneurship in the next section.

2.2.1 The working definition of entrepreneurship

The working definition adopted by the study is from Armuña *et al.* (2017:29), who say entrepreneurship is:

“the phenomenon associated with entrepreneurial activity, which is the enterprising human action in pursuit of the generation of value, through the

creation or expansion of economic activity, by identifying and exploiting new products, processes, or markets”.

From this explanation, it is noted that entrepreneurship is a phenomenon that involves human action that leads to value generation based on the development of different economic operations with various outcomes in financial wealth, employment creation, tackling inequalities, and environmental issues. This definition has been adopted because it corresponds with the triple bottom line aspect of entrepreneurship sustainability discussed in Chapter Three.

The definition establishes that, while the operations of each entrepreneur are critical, the enterprise procedure goes further than people to groups, institutions, social systems, and institutions (Blundel *et al.*, 2018:4). By "entrepreneurial activity", the definition restricts the concept of entrepreneurship to economic activity and not any business activity that has no creation and development of new economic activity (Ahmad & Seymour, 2008:9-10). While founding a small enterprise or social business might be explained as an entrepreneurial activity, the owners and managers can often settle into a relatively stable routine. They might even proactively refuse chances for further development. Such is not an entrepreneurial activity (Blundel *et al.*, 2018:4).

According to Sikalieh *et al.* (2012:133), entrepreneurship flourishes in communities where materials are transportable when prosperous community members donate additional money to the endeavours of their fellow citizens, when member accomplishment is celebrated rather than disparaged, and when societies view change as advantageous rather than negative.

More than 30 years of academic research have generally shown that organizations that behave entrepreneurially do better than more conservative corporations (Gupta *et al.*, 2018:162). The above points from Sikalieh *et al.* (2012) demonstrate the social and community environment and activities that facilitate entrepreneurship or discourage its occurrence.

Societal conditions and practices can contribute to different forms of entrepreneurship, which are examined below.

2.2.2 Types of entrepreneurship

The two most popular methods for classifying entrepreneurship are necessity- and opportunity-based. At the same time, in some situations, this has been labelled pull and push entrepreneurship (Fairlie & Fossen, 2020:1). Opportunity or necessity-based entrepreneurship implies that the motivation to be engaged with enterprising can be a possibility or necessity-led. Some researchers view entrepreneurship as a management construct whose sole quest is the hunt and utilization of opportunities even if the entrepreneur has no resources (Brown *et al.*, 2001:5). This implies that an option is the starting point, not the availability of resources.

In opportunity-based enterprising, a trader recognizes a business possibility and opts to follow it as an active career. In necessity-based enterprising, a business owner has embarked on enterprising because there was no other working option to make a living (Sikalieh *et al.*, 2012:133). Thus, there is no choice but coercion, which causes him to pursue enterprising as a career (Sikalieh *et al.*, 2012:133). The general variation is that, whilst other enterprisers generate ventures because of identified possibilities, some are enforced by a situation that leaves them with no option but to embark on entrepreneurship (Fairlie & Fossen, 2020:1).

Utilizing data from the “United States and Germany”, Fairlie and Fossen (2020) found that 80-90 per cent of merchants are opportunity enterprisers. Opportunity-based enterprising is pro-cyclical, and Necessity-based entrepreneurship is counter-cyclical at both national levels and local economic conditions. Entrepreneurship is referred to as pro-cyclic because it moves in the same direction as the economy, which increases when economic activity increases and decreases when economic activity worsens. This is precisely the opposite of counter-cyclic, which means going in the negative direction

with the economy (Riera-Crichton *et al.*, 2015:4). Counter-cyclic indicators grow when the economy declines while shrinking when the economy booms. For instance, when there is a recession, necessity entrepreneurs are prevalent, as indicated by their higher exit rates, lower initial earnings, and lower growth (Thompson, 2011:24). However, Giacomini *et al.* (2011:1) stress from their study that new family venture creation may indicate both necessity and opportunity-based entrepreneurship. At the same time, job seekers on the market may not necessarily be necessity entrepreneurs.

According to Thompson (2011:1), the ambiguous effects of business cycles influence the speed of firm formation as reflected by economic downturns that dampen the spirit of opportunity entrepreneurship by narrowing the profitability of bright ideas while promoting the growth of necessity entrepreneurship whereby businesses are created as a result of forced job losses and unavailability of vacancies. Opportunity enterprising is positively related to the localized financial environment. Necessity enterprising is negatively associated with localized economic conditions (Fairlie & Fossen, 2020:28) . Opportunity enterprising is also connected to more growth-focused ventures than necessity entrepreneurship (Fairlie & Fossen, 2020:28). Further, innovation is noted to emanate more from opportunity entrepreneurship (Fossen, 2020:1).

The categorizing of enterprising behaviour according to opportunity and necessity came from the push-pull ideas (Giacomini *et al.*, 2011:4). Push/pull situational factors have been utilized by researchers to motivate individuals to venture into entrepreneurial activities highlighting factors like the individual entrepreneur's current frustration with their lifestyle, family environment, childhood influences, work history, age, education, role models, and support networks” (Guterman, 2021:13).

In several scenarios, people are forced into enterprising because of losing a job, extreme discontentment with a current employment post, and other drawbacks at work.

In contrast, the pull entrepreneurs are attracted to creating new ventures that expose them to exploiting opportunities. Pull theory of motivation (opportunity-driven motives),

as opposed to pushing the idea, will "pull the individual" and urge him to begin entrepreneurial activities (Gódány *et al.*, 2021:336). Unfortunately, push entrepreneurs are frequently viewed somewhat negatively as misfits or rejected, while pull entrepreneurship is viewed more positively (Guttermann, 2021:13). Certain environmental and business factors draw firms and individuals towards entrepreneurship (Brown *et al.*, 2001:5).

However, since the work of Reynolds *et al.* (2001), the distinction between push and pull motivations does not appear explicitly in the studies dealing with new venture creation decision-making factors anymore. This distinction has been replaced by the concepts of necessity (push) and opportunity (pull) entrepreneurs (Giacomin *et al.*, 2011:6).

Fairlie and Fossen (2020:28-29) concluded that it is difficult to draw a clear distinction between opportunity and need entrepreneurship because it is challenging to neatly dichotomize the underlying motives for beginning a firm since, for instance, economic swings are likely to have an impact on all of these elements, not just one in isolation. The fundamental issue is that it is impossible to fully understand the internal and external factors impacting a person's choice to launch a business. A look at entrepreneurship theories will shed more light on this complex concept of entrepreneurship.

2.3 ENTREPRENEURSHIP THEORIES

Different scholars have advanced numerous theories to describe the other branches of entrepreneurship. These theories are grounded in psychology, economics, management, sociology, and anthropology (Simpeh, 2011:1). These theories are linked to different behaviours and motivations entrepreneurs exhibit. The study will examine the theories stated below:

Economic entrepreneurship theories

Psychological entrepreneurship theories

Sociological entrepreneurship theories

Anthropological entrepreneurship theories

Business management entrepreneurship theories (opportunity-based, resource-based, financial capital (liquidity), social capital (social network), and human capital)

2.3.1 Economic entrepreneurship theories

The economic entrepreneurship theory is grounded in the classical and neoclassical approaches of economics and the Austrian market process (AMP) (Simpeh, 2011:1). It is through these theories that the fiscal constituents that increase enterprising acts are investigated. Economic principles assist in exploring and examining financial factors that allow or influence enterprising conduct (Walia & Chetty, 2020:1). Assumptions being made by this theory are that it is a significant duty of entrepreneurs to put together all the resources that they will want to employ in their enterprises to effect new changes, creativity, and innovations (Oshinowo, 2017:49).

The classical theory emanated from the work of Cantillon (1755), who identified discrepancies between demand and supply as opportunities for purchasing cheaply and trading at a higher value (Murphy *et al.*, 2006:7). The classical theory extolled the virtues of the open market, expertise, and competitiveness and described the directing part of the trader in the context of manufacturing and movement of products in a free market (Simpeh, 2011:1). The classical campaign encouraged competition across industries resulting in increased discontinuity dynamics but that aided entrepreneurs to discover more gaps in doing business (Murphy *et al.*, 2006: 8). Land, labour, and capital were articulated as the three models by the Classical theorists (Oshinowo, 2017:50). A vital benefit of the movement is the pronouncement of the law of diminishing returns which is demonstrated by a trader progressing to some other new economic activity after cashing out on an enterprise whose effectiveness is coming to an end (Murphy *et al.*, 2006:9).

The neo-classical model was created as a response to the critiques of the classical paradigm. The neo-classical model argues that the economic construct can be simplified to mean activities of exchange in the best possible ratios and occurring in a closed financial system (Oshinowo, 2017:51). Also, Neo-classical theorists explained a trader *is* a person who undertakes business risks noticed new opportunities and was efficient in running a business in addition to producing and distributing goods (Walia & Chetty, 2020:1).

Enterprising included creativity applied deliberately with a power to generate, determine, and defeat, which Schumpeter (1934) described as “creative destruction” for the disorder and disarray it formulated, but was eventually fixed by other market players, serving to stabilize the system (Murphy *et al.*, 2006: 10). The neoclassical movement advocated for quantity rather than quality. It did not explain the innovation of entrepreneurs experiencing competitive circumstances that were similar (Murphy *et al.*, 2006:10). (Oshinowo (2017:51) identified the following criticisms that were spoken against the neoclassical movement:

First, aggregate demand fails to consider the distinctiveness of individual-level entrepreneurial action. Second, neither use nor exchange value accurately predicts the future value of innovative outputs. Thirdly, the complexity of market-based systems is not well represented by rational resource allocation. The fourth argument was that performance focused on efficiency does not encompass creativity and uneven results; perfect or almost-perfect information does not reflect uncertainty. In addition, innovation and entrepreneurship are prohibited by ideal competition. Finally, since it is challenging to track all inputs and outputs in a market system, entrepreneurial activity is detrimental to the order of an economic system.

These unresolved issues of the neo-classical movement resulted in a novel development called the Austrian Market process (AMP) (Oshinowo, 2017:51). The Austrian market process theorists concentrated on human behaviour guided by their

understanding of the financial system. The AMP model was influenced by Joseph Alois Schumpeter (1934), who focussed on human activity in a knowledge economy. An essential function of the entrepreneur is to bring something new to the market (Simpeh, 2011:2). The theorists defined an entrepreneur as innovative and visionary in his operations and one who perceives a fruitful possibility (Walia & Chetty, 2020:1). Primary entrepreneurship-related conjectures of the AMP movement include individual entrepreneurial decisions and activity which are the basis for phenomena in a market system. Secondly, errors and inefficiencies create opportunities for entrepreneurs to discover. Thirdly, entrepreneurs always face considerable uncertainty. Fourthly, entrepreneurial alertness helps explain the recognition of entrepreneurial opportunities, and knowledge and coordinating activity are sufficient for entrepreneurship (Murphy *et al.*, 2006:13).

Accordingly, this theory emphasized that a significant operation of an entrepreneur was to formulate a new thing, leading to procedures that worked as impulses for the advancement of the market economy (Oshinowo, 2017:52).

2.3.2 Psychological entrepreneurship theories

According to the psychological theory of entrepreneurship, the main characteristics that define an individual's entrepreneurial spirit are their motivations, qualities, and personality (Oshinowo, 2017:52). Baum *et al.* (2014) assert that psychological entrepreneurship theories emphasize the psychological facets of the people that control their enterprising operations. The three famous psychological theories of enterprising currently include Rotter's locus of control theory, McClelland's (1961) theory, and Action regulation theory (Bhattacharjee & Chetty, 2019:1).

McClelland's theory describes the requirements for accomplishment that usually control the behaviour of enterprises. In contrast, Rotter's theory highlights the position, either from the inside or outside, that impacts enterprising activity. The action regulation theory

explicates that the achievement of enterprisers rests on their activities (Bhattacharjee & Chetty, 2019:1).

According to McClelland's desire for achievement theory, entrepreneurs are propelled by this drive to excel (Simpeh, 2011:3). Human beings need to accomplish, succeed, achieve, or exceed. The need for achievement is an inherent subconscious drive to want to do better toward a certain standard of excellence. Entrepreneurs with such a drive for achievement target specified goals as a measure (Boyatzis, 2017:3). Taken from McClelland's need-based theory of motivation, the three prioritized motivators that individuals possess irrespective of their gender, age or culture are the need for achievement, affiliation, and power (Bhattacharjee & Chetty, 2019:1).

Further, on the different motives, McClelland stressed that the influence of one's vigour reveals occupational performance, as exemplified by the high need for achievement, low need for affection, and moderate need for power as being features of successful entrepreneurs (Boyatzis, 2017:3). Thus, McClelland deduced that ambitious people possibly become merchants regardless of financial or other advantages. Financial gains only help to point to their achievements (Bhattacharjee & Chetty, 2019:3).

Julian Rotter formulated the locus of control theory in 1954. He pronounced that control, which is either external or internal, is inherent in people (Bhattacharjee & Chetty, 2019:3). The belief of locus of control is centred on viewing events that occur to an individual on whether they are a result of what one does (internal control orientation) or a result that affects an individual after the occurrence of events from outside (external control orientation) of which the individual has no control over (Simpeh, 2011:3).

While those with an internal locus of control have confidence in their ability to deal with various life circumstances, those with an external locus of control think that accidents, blessings, or providence are to blame for life's occurrences (Simpeh, 2011:3). The majority of investigations on differentiating entrepreneurs from organizational

settings that had not begun new enterprises found that entrepreneurs had an internal orientation of locus of control (Schjoedt & Shaver, 2012:713).

Michael Frese gave an outline of the utilization of Action theory related to enterprising (Bhattacharjee & Chetty, 2019:4). The Action-regulated theory explains that entrepreneurs regulate their conduct through cognitive processes that incorporate external and internal orientation, goal selection and development, observation of execution, planning, and feedback processing (Zacher, 2017:1). Three dimensions are applied in this theory to evaluate human behaviour which is that the sequence demonstrates the route taken from objectives to feedback, the attention shifts from activities to self and that structure describes the number of actions that are often regulated (Bhattacharjee and Chetty, 2019:4)

The primary use of this theory in entrepreneurship is viewed regarding organizing (Bhattacharjee & Chetty, 2019:4). Planning and development are mental simulations of the behavioural steps (also called transformations or operations) necessary to attain a goal and can be more or less detailed and complex (Zacher, 2017:9). Action regulation theory suggests that the best entrepreneurs or super entrepreneurs develop more elaborate and forward-looking goal-getting intentions that allow them to handle mistakes, disturbances, and other work-related complications (Zacher, 2017:9). The theory highlights that cognitive ability is crucial to entrepreneurs (Bhattacharjee & Chetty, 2019:4).

2.3.4 Sociological entrepreneurship theories

Sociological entrepreneurship theories are distinguishable from other approaches due to entrepreneurial activities are analysed from social factors and interrelated processes and impacts (Chetty, 2020:1). The identifying feature of these theories is their concentration on the social settings of enterprising growth (Simpeh, 2011:4). Sociological theorists accept that entrepreneurship is broad in attempting to establish lasting changes in practices, machinery, organizational formations, or social enterprises

(Ruef & Lounsbury, 2007:1). In particular, Weber laid the groundwork for a “*sociology of entrepreneurship*” through his theory of social change (Ruef & Lounsbury, 2007:4). The principal basis of his theory is that religious belief significantly influences entrepreneurship development (Chetty, 2020:3).

Another social change theory was developed by EE Hagen, who asserted that people desire to transform their social position to gain public respect by being entrepreneurial (Chetty, 2020:2).

Reynolds (1992:47) outlines four social contexts that relate to entrepreneurial contexts. The first is social networks, which emphasize forming ties and alliances that encourage trust rather than opportunism. To succeed, business owners shouldn't exploit individuals in an unjustified way. Success should arise from maintaining trust with the populace. The second context, the life course stage context, entails examining the traits and circumstances of people who have decided to become entrepreneurs. People desire to achieve something worthwhile because their experiences may affect their thoughts and actions. Ethnic identity is the third scenario. In this situation, a person's social background is the primary "push" reason for starting a business. One's social background, for instance, affects how far they may advance. Due to their underprivileged upbringing, marginalized groups like immigrants may overcome all challenges and strive for achievement to improve their lives. The term "population ecology" refers to the fourth social context. Environmental issues are viewed in this context as crucial to enterprises' survival. As a result, some examples of environmental elements that may influence the survival of new enterprises or the entrepreneur's success are the political system, governmental laws, consumers, workers, and competitors.

Contrary to financial and psychological methods for the entrepreneurship experience, social criticism presumes that enterprising is challenging to appreciate outside its cultural context (Ruef & Lounsbury, 2007:22). As social entities, entrepreneurial enterprises involve people who made decisions on co-ownership or not during the

process of establishing the enterprise even sole trading (Bula, 2012:87). Assumptions of the sociological entrepreneurship theories are that in a particular social culture, entrepreneurship is more likely to thrive, people behave differently depending on the values, norms, taboos, and religion of their society, and the entrepreneur does a task as it is expected of them by society (Oshinowo, 2017:64).

2.3.5 Anthropological entrepreneurship theories

The fourth central theory is the anthropological entrepreneurship theory. Anthropology studies a community's origin, development, customs, and beliefs (Simpeh, 2011:4). Briefly put, anthropology pertains to the science of people and their businesses (Prasojo, 2013:294). The anthropological theory asserts that the sociological and cultural conditions should be sufficiently observed for anyone to efficiently start an enterprise (Titus & Adiza, 2019:16).

Under these anthropological theories, the cultural entrepreneurship model, which believes that one's culture creates a new venture and cultural norms get around to enterprising approaches like the transformation that incites enterprise formation behaviour (Simpeh, 2011:4). It is clear that ethnicity influences the personality and activities of each person. Studies in ethnography show the depth of the variation of human tendencies by various ethnic groups (Baskerville, 2003:8). Occupational choice and entrepreneurship are correlated with ethnicity (Kerr & Mandorff, 2015:2).

2.3.6 Business Management Entrepreneurship Theories

Business management entrepreneurship theories comprise opportunity-based, resource-based, “financial capital (liquidity), social capital (social network), and human capital theories”.

2.3.6.1 Opportunity-Based entrepreneurship theory

Peter Drucker and Howard Stevenson promoted the opportunity-based theory (Simpheh, 2011:4). The enterprising procedure starts with chances, and it necessitates other significant aspects like gathering materials, handling an ongoing concern, developing an ambitious venture, and others (Murphy & Marvel, 2008:169). Drucker (1985:28) argues that entrepreneurs exploit opportunities created by change but do cause change, and this is contrary to the belief of the Schumpeterian or Austrian school. The necessity-driven entrepreneurs are risk-averse, unlike opportunity-driven entrepreneurs (Salmony & Kanbach, 2021:20).

Product innovation results from discovering and evaluating opportunities based on a thorough understanding of market conditions (Zahra & Wiklund, 2010:2). Alertness is important for noticing, identifying, and exploiting new market opportunities (Kirzner, 1997). The fundamental notion in Kirzner's theory of entrepreneurship is awareness, which incites people to create findings beneficial to the contentment of people's needs. The trader's duty rests in their attention to present unseen possibilities (Yu, 2001:46). Because of their awareness, enterprise owners can find and take advantage of occasions where they can buy at low prices and sell at high prices. There is a paradox that opportunities surround everyone; they only prevail when established (DeBono, 1980:9). In the absence of entrepreneurial awareness, possibilities continue to be unseen (Yu, 2001:50). Kirzner (1997:72) relates enterprising understanding as a belief in acceptance of accessible but present neglected options. Awareness is like a receiver that allows the identification of openings in the market that provide minimum noticeable signs. Entrepreneurs frequently place themselves at an advantage such that signs of possibilities in the market can conveniently strike them (Gilad *et al.*, 1988:483).

Under this theory, entrepreneurs utilize high failure rates and discounting methods to evaluate possibilities through experiments. Unfortunately, those enterprising actions demonstrate that it is effortless to avoid options that may not be effective instead of identifying those that may be fruitful (Murphy & Marvel, 2008:186). Therefore, the basis of enterprising is to be aware of possibilities even when the business is better placed.

This attribute enables a player to be a merchant (Yu, 2001:52). Nonetheless, relatively little is known about what constitutes alertness (Yu, 2001:52).

2.3.6.2 The resource-based entrepreneurship theory

The Resource-based theory of entrepreneurship contends that the availability of materials to the owner is a significant predictor of opportunity-based entrepreneurship and start-up development (Oshinowo, 2017:80). The idea is usually called the resource-based view (RBV) of entrepreneurship (Dollinger, 2008:35). One of the intelligence paradoxes of entrepreneurship asserts that the resource-based approach concedes that strategy formulation and fact-finding are some of the imperative responsibilities of entrepreneurs (Dollinger, 2008:25). Furthermore, the theory posits that some elements of entrepreneurship cannot be examined; they are difficult to imitate as everyone including the creator have no understanding of how or why they work (Dollinger, 2008:25). Entrepreneurs usually go for opportunities without considering whether they have the resources for exploiting and only consider them later on during strategy formulation (Bula, 2012:88). This is unlike administratively run organizations that require resources first to strategize.

Social, financial, and human capital comprises resource-based entrepreneurship theories (Simpeh, 2011:5). These assets are necessary but insufficient for organizational advantages (Kellermanns *et al.*, 2016:38).

2.3.6.4 Theory of financial capital and liquidity

Financial capital is an essential requirement of entrepreneurship (Yadav *et al.*, 2018:6). The theory of financial capital argues that the trader has a particular capital that enables them to identify a possibility as well as accumulate materials for the start-up (Alvarez & Busenitz, 2001b:756). As such, financial capital rests on seed capital and access to funding (Yadav *et al.*, 2018:7). Ngeke (2016:354) posits that entrepreneurs bank on fiscal means to invest, grow, and develop. Generally, SMMEs possess limited financial

literacy levels and monetary capital access. Though this is true, financial knowledge positively impacts performance, and the association is positively regulated by the availability of fiscal means (Ngek, 2016:360).

Likewise, Adomako and Danso (2014:7) contend that financial understanding and a lack of fiscal means may be less helpful in accomplishing an enterprising venture. Financial capital is another crucial factor that often determines venture success (Marshall & Samal, 2006:4). However, this does not stop someone from venturing into a new enterprise with little start-up money (Simpeh, 2011:5).

2.3.6.5 Social capital or social network theory

The social network theory focuses on social relationships and trust (Yadav *et al.*, 2018:2). Eckhardt and Shane (2003:333) argue that overcoming the disadvantages that inadequate social networks may create in exploiting opportunities in the marketplace, it is advisable to be involved in more extensive social networks always. Social capital in interrelationships, trust, and shared vision influences company achievement, but the positive association is mediated by innovation (Gronum *et al.*, 2012:257).

Nahapiet and Ghoshal (1998) argue that social capital is the total of the natural and possible materials fixed within, convenient through, and taken from a system of associations processed by one person or a group in a community. Therefore, Cobo (2005:18) contends that working in concert with others indicates social capital's presence, firmness, and longevity. Nahapiet and Ghoshal (1998) classify social capital into three connected attributes: structural, relational, and cognitive. These attributes are only conceptual for analysing purposes, but social capital has to do with compound interconnections in the continuum of these three attributes (Claridge, 2018:1).

Cognitive social capital refers to the personal explanations of consensus (Claridge, 2018:1). It is thus described as an outcome of resources utilized to engender mutual

interpretations, vision, and feelings amidst entrepreneurs (Nahapiet & Ghoshal, 1998). Due to this perspective, culture could be presumed to be essential for formulating consensus that improves social capital (Nuryanto *et al.*, 2020:94). As such, this attribute can be bettered by having quick connections with other entrepreneurs (Burt, 1992) that can be enriched by highly flexible structures (Ibarra & Andrews, 1993:277).

The relational social capital is sensitivities of confidence shared by several players inside the social conditions (class, firm, society) (Claridge, 2018:1). Unlike the structural dimension, the relational parameter is incorporeal since it is how and what people feel and think. It is 'cognitive' because it results from people's cognition and has often been regarded like that (Claridge, 2018:1).

Structural social capital indicates a system of availability to human beings and materials (Andrews, 2010:583). The structural dimension is viewed as the network design (Arling, 2006:28). Structural social capital is human and observable through the network ties (that is, who is known by who) together with the procedures, roles, rules, and precedents (Claridge, 2018:1). Distinctions between the three social capital dimensions can be summarised as reflected in Table 2.1:

Table 2.2: Distinctions between structural, cognitive, and relational social capital

Structural	Cognitive	Relational
<i>“Social structure</i>	<i>Shared understandings</i>	<i>Nature and quality of relationships</i>
• Network ties and configuration • Roles, rules, precedents, and procedures	• <i>Shared language, codes, and narratives</i> • <i>Shared values, attitudes, and beliefs</i>	• <i>Trust and trustworthiness</i> • <i>Norms and sanctions</i> • <i>Obligations and expectations</i> • <i>Identity and identification”</i>

Source: Claridge (2018:2)

From the diagram, it can be deduced that the top levels of social capital would be powerful relationships, maximum levels of confidence, and a joint sense of mission (Claridge, 2018:1). In other words, social capital can be understood as the level of

association quality and kind of social associations, and the degree of a generally shared vision (Akram *et al.*, 2016:119).

Relational leadership has a corresponding and notable impact on structural, organizational, and relational social capital. Still, it does not affect cognitive and social capital. This suggests that entrepreneurs should be engaged in keeping healthy associations with their followers (Akram *et al.*, 2016:124) to transform opportunities into business start-ups.

2.3.6.6 Human capital entrepreneurship theory

Human capital is the expertise and information people get from investments in education, on-the-job coaching, and other experiences (Unger *et al.*, 2011:343). The objective to act entrepreneurially rests on personal human capital, including individual capabilities, sociological capital, and innate perspectives on aspects of enterprising, such as liberal company ownership, including threats (Fitzsimmons & Douglas, 2005:2). (Becker, 2009:12) argues that the most impressive evidence posits that more accomplished and expert people frequently get higher salaries. Instruction and education are the major expenditures in human capital (Becker, 2009:17). Manpower enhances the founder's abilities to recognize and use venture possibilities and other valuable materials like finances and assets. It helps gather new information and techniques (Unger *et al.*, 2011:341).

However, the average human capital theory suggests that better educational qualifications can improve economic achievements, but this may not be true in entrepreneurship due to other mediating variables (Dutta & Sobel, 2018:319). Current higher education curricula provide advanced scientific methods appropriate for research and development in large corporations. These methods are, however, not promoting enough creativity essential for quantum innovations known to emerge from small-scale enterprises (Baumol, 2004:34). Practical inquiries reveal that labour factors are

positively associated with a budding merchant (Fitzsimmons & Douglas, 2005:2). Besides, it is not clear how much education contributes to being a budding entrepreneur.

The above discussion brought to the fore some evidence-based research on theories related to entrepreneurship, which are psychological, economic, opportunity-based, resource-based, anthropological, and sociological (Simpeh, 2011:6). However, entrepreneurship is an activity carried out by the entrepreneur. The examination of the entrepreneur is carried out in the next section.

2.4 THE WORKING DEFINITION OF AN 'ENTREPRENEUR'

Like entrepreneurship, the term 'entrepreneur' has no generic definition (Abdulnasir, 2018:4) and has been associated with buying and selling, being a bearer of uncertainty, being change-oriented, being a bringer of new combinations, an arbitrageur, an innovator or business owner, as seen as in Table 2.1.

The OECD(Organisation for Economic Cooperation and Development) and Eurostat operate an Entrepreneurship Indicators Programme and describe entrepreneurship in previous reviews of the entrepreneurship research literature covering a broad spectrum of enterprising actions, including those who set up a new venture (Blundel *et al.*, 2018:4). The definition is that entrepreneurs are business owners who look to add value by developing or expanding economic activity through the discovery and exploitation of novel goods, technologies, or markets (Ahmad & Seymour, 2008:9).

From the above definition, an entrepreneur owns an enterprise that will generate financial activity by using new ideas in products, processes, or markets. As already noted under the working definition of entrepreneurship, the definition restricts the concept of an entrepreneur to economic activity and not any business activity that has no creation and development of new economic activity (Ahmad & Seymour, 2008:9-10). Economic activity should generate additional value by expanding economic activity rather than merely routine management of an existing firm (Blundel *et al.*, 2018:4).

Without necessarily creating financial wealth, enterprises can be social or commercial while creating social value through contributing to social well-being or reducing negative impacts in the world (Blundel *et al.*, 2018:4). The study will adopt this definition as the working definition of an entrepreneur.

However, Fitzsimmons and Douglas (2005:2) argue that entrepreneurial behaviour comprises three essential elements, namely: (i) the aim to be self-employed, (ii) the belief that there are entrepreneurial opportunities that lead to prosperity, and (iii) the availability of the means to cash in on the opportunities. The researchers conclude that entrepreneurial behaviour will not eventuate with no joint existence of these three pre-conditions.

2.4.1 The entrepreneur versus personality traits (characteristics)

The character of the entrepreneur has been visualized from different theoretical points and at different phases of abstraction or breadth (John & Srivastava, 1999:2). Scientists wonder if there are dependable elements or variables associated with the human character that influence the possibility of becoming and flourishing as a self-employed merchant (Caliendo *et al.*, 2011: 4). Different points in the literature reveal that there is opposing evidence. On the one hand, some research findings conclude that personality variables are the basis of describing entrepreneurial practices (Caliendo *et al.*, 2011: 4). Nonetheless, some presume that personality traits are not significant (Blanchflower & Oswald, 1998: 51). Lack of clarity is also apparent between a personality trait and personality characteristics.

Although characteristics are related to personality traits, they are different. Parks-Leduc *et al.* (2015:3) state that character attributes are descriptions of human beings' consistent fashion of behaviour, emotions, and thoughts. The Five-Factor Model (FFM) or Big 5 model is the dominantly researched trait taxonomy globally. A personality trait is a consistent characteristic fashion of feeling and thinking in a person noted in different applicable circumstances. The Big Five— Conscientiousness, Extraversion, Neuroticism,

Agreeableness, and Openness to Experience—are a group of five broad, bipolar trait facets that comprise the prevalently used representation of personality formation (Soto, 2019:712). Each of the Big Five shows a comprehensive set of associated behavioural characteristics. For example, Extraversion represents personal variations in social commitment, self-confidence, and energy level (Soto, 2019:712). Personality characteristics related to entrepreneurial activities (Caliendo *et al.*, 2011: 3).

Practical proof bears that an entrepreneur's traits directly impact the venture's success (Di Zhang & Bruning, 2011:82-86). The inclination to take risks, the demand for connection, and the locus of control positively influence entrepreneurial activity. (Parveen *et al.*, 2020:89). Akyol (2016:64) vehemently argues that having suitable characteristics for entrepreneurs matters critically in forming innovations, and most of the motives prompting the entrepreneur are shaped by one's features.

Westhead *et al.* (2011:59) assert that specific personality characteristics expose an individual to entrepreneurial behaviour. From the discussion, it is evident that personality tendencies and characteristics all relate to entrepreneurial activities.

Character is mainly comprised of natural attributes, while the surface consists of agreeableness and conscientiousness, but sometimes, a mix exists between personality traits and learned character behaviour (Kurtus, 2018). For example, cordialness and responsibility combine personality attributes and acquired personality tendencies. This study will use personality traits and characteristics synonymously because of an overlap.

2.4.2 Personality traits (characteristics) of an entrepreneur

To be more effective, a merchant should have a combination of the various attributes of each personality and be able to demonstrate the potential to perform as a dispute investigator, investor, inventor, technologist, accountant, leader, top seller, and marketing specialist (Kozubíková *et al.*, 2015:42). In this regard, the more educated and expertise the entrepreneur has in operating, the better Frese and Gielnik (2014:423). In

their research, Belas and Ključnikov (2016:104) concluded that the primary individual qualities of a trader are expertise, accountability, and endurance.

Majkova and Ključnikov (2017:41), in their study, conducted involving 1233 youths in different locations of Slovakia in 2012, concluded that children who aim to become entrepreneurs are innovative, ready to handle threats, and more convinced to address challenges and complex tasks.

Mongia (2013:10), in his study, explains that Schumpeter summed the characteristics of an entrepreneur as possessing a restless spirit and violent instincts, being someone who seeks to build a personal kingdom via the joy of creation, being more personally centred than those who are not entrepreneurs, being more averse to danger and uncertainty, having the ability to focus and make money from the uncertainty, and being proactive, vigilant, and inventive.

Kerr et al. (2017:10) reviewed substantial literature on the personality characteristics of entrepreneurs from the year 2000. They employed the Big 5 model to describe personality by quantifying extraversion, openness, agreeableness, neuroticism, and conscientiousness. The Big Five traits impacted career selection and productivity (John *et al.*, 2008:141). Concerning the Big Five approach, precisely, the attributes "openness to experience" and "extraversion" and, to a lower extent "agreeableness" and "neuroticism" assist in explaining enterprising growth (Caliendo *et al.*, 2011:3). The descriptive ability of the Big Five is equivalent to education which predominantly determines the ability to be entrepreneurial (Caliendo *et al.*, 2011:3).

In Table 2.3, which continues on the next page, entrepreneurs were compared with supervisors. Management is constantly utilized as a reference point for traders, given the possible need of the two teams to influence employees and handle several tasks (Kerr *et al.*, 2017:10).

Table 2.3: Personality traits of entrepreneurs: The Big 5 Model

Model	Purpose	Characteristics	Findings
"The BIG 5 model"	A multidimensional approach towards defining personality through measuring openness, conscientiousness, extraversion, agreeableness, and neuroticism, The Big-5 traits have been found to influence career choice and work performance	Openness to experience: Describes the breadth, depth, originality, and complexity of an individual's mental and experimental life	Entrepreneurs are consistently found to be more open to experience than managers (O+) Researchers hypothesize that in a business venture, an entrepreneur is likely to be attracted to constantly changing environments and the novelty of new challenges. Individuals who thrive on challenges and novel environments are those who present creative solutions, business models, and products, and the openness of entrepreneurs may aid these functions.
		Conscientiousness: Describes socially prescribed impulse control that facilitates task- and goal-orientated behaviour	Higher conscientiousness is the most significant difference between entrepreneurs and managers (C+) It is frequently hypothesized that those with high achievement motivation are drawn to environments in which success is more closely attributed to their efforts rather than a larger institutional setting in which business success or failure is less a function of one's efforts.
		Extraversion: Implies an energetic approach toward the social and material world and includes traits such as sociability, activity, assertiveness, and positive emotionality	similar to managers on extraversion. There is a lack of consensus on whether entrepreneurs score higher than managers on extraversion (E-) Some researchers hypothesize that because most entrepreneurs eventually become the CEOs of their ventures, they do not need to worry about pleasing other people around them. In contrast, managers must at least please their bosses.
		Agreeableness: Contrasts a prosocial and communal orientation toward others with antagonism and	Entrepreneurs are often found to have modestly smaller amounts of agreeableness (A-) Entrepreneurs require

		<i>includes traits such as altruism, tender-mindedness, trust, and modesty</i>	<i>exceptional self-confidence to take on the risks of starting a venture.</i>
		Neuroticism: <i>Contrasts emotional stability and even-temperedness with negative emotionality, such as feeling anxious, nervous, sad, and tense</i>	<i>Entrepreneurs are often found to have modestly smaller amounts of neuroticism (N-)</i> <i>This is because entrepreneurs require exceptional self-confidence to take on the risks of starting a venture."</i>

Source: Kerr *et al.* (2017:10-11)

From the table above, it can be determined that using the Big 5 model, entrepreneurs are more open to experience and conscientiousness than managers but less agreeable, extroverted, and neurotic than managers. Caliendo *et al.* (2011: 32) concluded in their study that personality has a significant impact on how entrepreneurs make decisions and how their processes are affected; only a portion of entrepreneurial choices are explained by the Big Five method, the strategy of taking more personality traits into account provides more information for entrepreneurial processes and several reliable features and personality characteristics affect the probability of becoming an entrepreneur and succeeding as an entrepreneur.

Integrating information on traits and personality attributes is imperative to understand what is needed to become a successful entrepreneur.

The next part of this section examines the personality characteristics of entrepreneurs. Westhead *et al.* (2011: 59) assert that psychological characteristics should be part of entrepreneurship research, and the ownership of particular personality characteristics creates a potential for an individual to be entrepreneurial.

Disappointed by the weaknesses of the Big-5 framework to define a logical picture of the entrepreneur, investigators have changed to designing a multifaceted personality framework that embodies other features like the need for achievement, self-efficacy, locus of control, and innovativeness. (Kerr *et al.*, 2017:12). These are examined next using Table 2.4 which continues on the next page.

Table 2.4: Multidimensional Personality Framework

Quality	Description	Entrepreneur characteristic
<i>“Self-efficacy and innovativeness</i>	<i>Self-efficacy describes a person's "belief that he/she can perform tasks and fulfil roles, and is directly related to expectations, goals and motivation" (Cassar & Friedman, 2009:242)</i> <i>Innovativeness can be considered as a global or domain-specific personality trait or as a behavioural concept, such as the adoption of new products by consumers</i>	<i>entrepreneurs possess higher self-efficacy than managers and non-entrepreneurs (Chen et al., 1998:75)</i> <i>Innovativeness was significantly and positively correlated with business creation and business success (Salmony & Kanbachy, 2021:13)</i>
<i>Locus of control</i>	<i>A person with an internal LOC conceptualizes that their own decisions control their lives. At the same time, those with an external LOC believe the actual controlling factors are chance, fate, or environmental features that they cannot influence (Kerr et al., 2017:15).</i>	<i>Entrepreneurs with high internal locus of control usually see themselves as having more power and discretion and being more innovative. (Zhang & Bruning 2011: 87).</i> <i>The internal locus of control is said to be an essential characteristic of entrepreneurs (Ahmad 2010: 205)</i>
<i>Need for achievement</i>	<i>The need for achievement refers to an individual's desire for significant accomplishment, mastering skills, and attaining challenging goals (Kerr et al., 2017:17).</i>	<i>McClelland proposed that achievement motivation is the key to entrepreneurial behaviour (Dollinger 1995: 48-49).</i> <i>Entrepreneurs with a high need for achievement strongly desire to solve problems themselves. They like setting and achieving goals and enjoy receiving feedback on their accomplishments (Fine et al., 2012: 280-282). Individuals have a high need for achievement personality traits are not easily satisfied with their performance and achievement, and they keep on striving to gain more (Farrukh</i>

		<i>et al., 2018:402)</i>
<i>Risk-taking propensity</i>	<i>According to extensive research, an essential characteristic of an entrepreneur is their risk-taking propensity. A risk-taker is an individual who pursues a business idea even when the probability of succeeding is not high (Ahmad 2010: 205).</i>	<i>Westhead et al. (2011) claim that typically, entrepreneurs are moderate risk-takers, even though economic theory suggests that entrepreneurs are risk-takers.</i>

Table 2.4 shows that essential characteristics of entrepreneurs that may be related to successful outcomes in their entrepreneurial activities are high self-awareness levels, internal locus of control, high accomplishment motivation, and moderate risk-takers.

2.5 TYPOLOGY OF ENTREPRENEURIAL VENTURES

Enterprising ventures are given different identities, including SMMEs, new enterprises, family enterprises, technology businesses, social businesses, highly developing companies, established firms, and emerging ventures. The entrepreneurial context under this section embodies emerging firms that may fail to grow or grow, innovate or do not, can succeed or fail, and differ significantly in their economic effect. As such, the study sees it fit to focus on a typology of four entrepreneurial ventures, namely survival, lifestyle, managed growth, and aggressive growth (Morris *et al.*, 2016:2). However, the four businesses stand for different kinds of organizations instead of phases of development (Morris *et al.*, 2016:6). Surely, other companies to transform from survival to supervised or lifestyle growth (Morris *et al.*, 2012).

2.5.1 Survival ventures: just getting by

The most significant class of new ventures is survival entrepreneurs, who continuously struggle to stay in business (Morris & Kuratko, 2020). These are sometimes known as 'hand-to-mouth' enterprises because, at their best, only sufficient income is created to

pay utilities and other expenses, including paying the trader, and no reinvestment is done (Morris & Kuratko, 2020).

They have ventured with longer overall life spans than those less conscientious (Ciavarella *et al.*, 2004:480). The business's launch is usually driven by a need or by "push" factors, and the venture usually functions in highly competitive, based on price, and mainly uniform markets (Morris *et al.*, 2016:6).

According to Morris and Kuratko (2020), Survival ventures take a variety of forms:

- Several dependable attributes and personality factors influence the likelihood of becoming an entrepreneur and succeeding.
- People who aim to construct a company around their knowledge of a particular activity, such as tour guides, math tutors, or disk jockeys, or who have abilities connected to a fundamental profession, such as house painting, massage, or graphic design.
- Providers of less-skilled but in high-demand activities, such as housecleaners, lawn caretakers, and dog walkers.
- People who have a personal passion or pastime, such as quilting, selling goods on eBay, or creating inventive phone screen savers, and who discover that others will utilize them for their product or service.
- Individuals who hold underutilized assets, such as a van owner and someone who transports small enterprises, exist.

Over time, survival firms acquire the supplies they need to weather the inevitable changes in commerce (Coad *et al.*, 2013:21).

Most unregistered, unlicensed businesses belong to the informal sector, providing legitimate and illicit goods and services (Morris & Kuratko, 2020). Furthermore, it is observed that many variables usually suspected to possess a significant impact on survival ventures, like training, sources of guidance, and prior business experience, had

little effect on survival ventures (Coad *et al.*, 2013:21). Most survival entrepreneurs have limitations in the five literacies of functional, financial, economic, business, and technological (Morris & Kuratko, 2020). As a result, they struggle with everything from calculating the size of the market and understanding business models to communicating with key stakeholders, incorporating technology into the business, and managing cash flows (Morris & Kuratko, 2020).

Despite these limitations, many survival ventures are entrepreneurial in that they generate economic activities that involve the formation and growth of new economic activities. Survival ventures may not be highly entrepreneurial, though.

2.5.2 Lifestyle venture: seeking stability

Morris *et al.* (2016:6) identify the following characteristics of lifestyle businesses:

- Offer owners a reasonably steady revenue stream based on a feasible company model and a maintenance-oriented management style.
- Very modest reinvestments are done to stay competitive in the local market where the company is anchored.
- The business typically has offices and staff members, usually in a single location, but it doesn't actively pursue development or growth. The number of employees remains relatively constant.
- Given its low capacity, it is challenging for the business to generate operating efficiencies.

Examples of lifestyle ventures are wedding dress shops and bed and breakfast establishments (Morris & Kuratko, 2020).

In addition to what Morris *et al.* (2016:6) said about lifestyle ventures, Morris and Kuratko (2020) identify the following as traits of lifestyle ventures:

- They employ under six individuals while contributing to the fabric of the communities where they are headquartered.
- Aid in creating the middle class.
- Fill market niches less appealing to bigger regional and national rivals and satisfy localized client demand.
- They contribute to the circular flow of money that stays in the neighbourhood economy and the tax base by maintaining and improving the facilities in which they operate.
- Employ neighbouring residents, promote neighbourhood concerns through volunteering, and join civic groups.
- Lifestyle businesses act as a stabilizing element in towns and cities worldwide.
- They don't contribute much to inventions or patents but occasionally launch new products, services, and business practices.
- Contribute to the entry and departure of new businesses and the quantitative rather than qualitative reallocation of resources.

Lifestyle ventures are entrepreneurial as they initiate economic activity that creates and develops new economic activity. The lifestyle business can be comparably productive as it enables the dealers to have a fair life, providing a living standard for themselves and their families (Morris & Kuratko, 2020).

2.5.3 Managed growth ventures: learning to fly

Morris and Kuratko (2020) state that managed growth ventures seek continued development and long-term growth of the venture, aiming to accomplish this expansion in a calculated and supervised way;

- adding additional sites steadily.
- It is increasing one's present market or geographical reach.
- Launching a new market.
- Developing new goods or revenue generators.
- Creating new business segments or purchasing another company.

A combination of these approaches is often utilized to achieve greater effectiveness. Their entrepreneurial nature is not questionable, as they are also involved in mergers and acquisitions on the market. Continuous reinvestment in the venture and ongoing but average regional development drive long-term business growth (Morris & Kuratko, 2020).

2.5.4 Aggressive growth ventures: changing the world

According to Morris and Kuratko (2020), the following traits are typically seen in disruptive aggressive growth projects, which affect industries, economies, communities, and frequently the globe:

- Fewer, but they provide a disproportionate number of patents, jobs, and money for society, which helps a country compete on the world stage.
- It may result in enormous gains for founders and investors but also carry considerable risk.
- Frequently try to fill a market void or alter how people respond to a specific requirement.
- Rely on substantial equity investments from other parties to drive their growth since they need unusual resources. As a result, their founders must typically be ready to give up a significant portion of their ownership.
- These hazardous businesses set high expectations on the original team and early-stage personnel.

Growth-oriented entrepreneurs have a significantly higher need for achievement (Salmony & Kanbach, 2021:11). Growth-focused traders seem to be potential risk-takers (Salmony & Kanbach, 2021:19).

Morris *et al.* (2016:6) claim that aggressive growth ventures are usually identified as gazelles, for they are ordinarily innovative technology-based enterprises that aim for

exponential growth and are equity capital financed. They are national or international opportunity-driven ventures, having founders (usually a team) who fight for new markets. They are traditionally prospects for acquisitions or initial public offerings (Morris *et al.*, 2016:6). The aggressive growth businesses identify themselves by terms like disruption, innovation, invention, and a technical emphasis (Morris *et al.*, 2016:16).

Table 2.5 shows shared and unique descriptors of venture types.

Table 2.5: Shared and unique descriptors of venture types

Aggressive	Managed	Lifestyle	Survival
Quality			
			Day-to-day
Inventive	Community-Focussed	Independent	Simple
Risk-taking	Value-creation	Responsible	Struggling
Rapid-growth			Labour intensive
	People-centred and friendly		

Source: Morris *et al.* (2016)

The aggressive managed and lifestyle ventures share the same quality of their products and services, whilst the organised, lifestyle, and survival tend to be people-centred and friendly. The aggressive growth ventures are inventive, risk-taking, and proliferating. The managed growth ventures are community-based and value-creating. Being independent and responsible are unique descriptors for lifestyle ventures. Survival ventures are known for being day-to-day, struggling, simple, and labour-intensive enterprises. According to survey findings, survival and lifestyle businesses make up 85% of the emerging ventures in developing economies (Dennis, 2014), whilst managed and aggressive growth enterprises are responsible for an excessive quantity of wealth and jobs (Malchow-Møller *et al.*, 2011:19). Each class of the ventures portrays a range of possibilities. In that light, sub-categories are known to exist possibly (Morris *et al.*, 2016:6).

2.6 CONCLUSION

This chapter has generally analysed the notion of entrepreneurship by explaining the complicated nature of the concept and then discussing aspects related to the study in the entrepreneurship domain. The research examined and provided the working definitions of entrepreneurship, entrepreneur, and enterprise to ensure non-ambiguity in how those terms are employed in the study.

An examination of types of entrepreneurship, together with relevant theories of entrepreneurship, was made. A review of personality traits and characteristics was created to bring to the fore the motivations and behaviours exhibited by different entrepreneurs.

Lastly, a typology of entrepreneurial ventures was discussed to expose the different types of entrepreneurs on the market through the ventures they undertake.

The next chapter surveys the literature, focusing on aspects related to the research topic and problem.

CHAPTER THREE

LITERATURE REVIEW ON BOTSWANA SMMEs AND ENTREPRENEURIAL TALENT RECYCLING

3.1 INTRODUCTION

In Chapter One, the gap and problem of the research were outlined. The research questions and objectives were also specified. The study's topic was “Developing a Framework for Entrepreneurial Talent Recycling to Ensure the Sustainability of SMMEs in Botswana”. From this topic, the inquiry's main intention was derived. This research aimed to develop a framework for recycling entrepreneurial talent from which knowledge and information can be gained to help ensure the survival of SMMEs in Botswana.

This chapter focused on a survey of literature on Botswana SMMEs and entrepreneurial talent recycling. Searching for relevant literature will be guided by the following objectives:

- To examine the definition, nature, and characteristics of SMMEs from the Botswana perspective
- To describe factors related to the sustainability of SMMEs
- To explore the nature of entrepreneurial talent recycling (Definition of entrepreneurial talent, entrepreneurial talent recycling, and benefits of talent recycling)
- To examine challenges experienced by recycled entrepreneurs
- To explore entrepreneurial ecosystems as well as mergers and acquisitions
- To investigate the development of a framework from a study (Reviewing related studies)

Sections and their subsections thereof are on each of the above objectives.

Tichapondwa (2013:188) posits a reminder that reviewing the literature involves investigating, systematically assembling, evaluating, and scholarly cross-examining previous literature to appraise or demonstrate its association with the present research.

The following section examines Botswana SMMEs with particular reference to their definition, nature, and characteristics.

3.2 SMMEs IN BOTSWANA

3.2.1 Definition of an SMME

When SMMEs are studied, people usually struggle with delineating an SMME as SMMEs differ from huge companies (Cacciolatti & Lee, 2015:6). Internationally, describing SMMEs is a formidable exercise (Soni *et al.*, 2015:16). Different countries have their definitions related to how they view SMMEs. Due to the importance of SMMEs in world economies, academics and governmental bodies have attempted to define them. Some of these definitions mirror the national circumstances. As such, different countries in the world define disparately what they imply with the word SMME (Cacciolatti & Lee, 2015:7). These definitions are extensive. As a result, there is no one, uniformly confirmed definition of SMMEs.

Some authors have tried to define an SMME as “SMMEs include registered businesses with no less than 250 employees”, and yet this definition hardly differentiates between micro, small, and medium businesses from one another (Soni *et al.*, 2015:16). Other researchers define SMMEs in both quantitative and qualitative terms (Chimucheka, 2013:783). A qualitative definition relates to the ownership makeup of SMMEs in that SMMEs should be discrete business entities controlled by the proprietor, which can be an innate person such as a partnership, sole trader, or maybe a lawful person as a corporation. Quantitatively, SMMEs are well-known, given the aggregate of employees, gross asset value, and gross turnover (Chimucheka, 2013:784).

The definition of SMMEs in Botswana is quantitative in that the yardstick used is the number of employees and yearly turnover (Ministry of Investment, 2004 2).

According to Jefferis (1998:3) in a Botswana Institute of Development Analysis (BIDPA) publication, SMME is identified as a sector with diversity and variety among the kinds of businesses in the general category. From the BIDPA policy framework that Parliament approved in 1998, micro-enterprises, also identified as informal sector enterprises, engage a maximum of six people. However, they may commonly engage one to two people plus the owner, which can be a part-time affair. The policy outlines that microenterprises usually operate from residential premises in an unstructured way, with yearly revenue of as much as P60 000, and lack formal registration.

The same policy statement identified small enterprises as functioning in a more organized system. They can be attached to medium-sized and matured companies as markets for their services and products. The workforce complement is lower than 25, and the yearly turnover is from P60 000 to P1 500 000. The policy further described medium enterprises as involving a more exterior-looking perspective to marketing that even necessitates international trade. Their connection to large firms endows them with mature opportunities for development. The workforce complement is in the range of 25 - 100 workers, whose yearly revenue is in the field of P1.5 million to P5 million. In tabular form, SMMEs in Botswana are defined as reflected in Table 3.1:

Table 3.1: Definition of SMMEs in Botswana

Unit	Category size	staff complement	Annual Turnover (Botswana Pula)	In US\$ Dollar (Equivalent)
1	<i>"Microenterprise</i>	<i>less than six workers</i>	<i>less than P60 000</i>	<i>US\$ 10 000</i>
2	<i>Small Enterprise</i>	<i>less than 25 workers</i>	<i>Between P60 000 and P 1 500 000</i>	<i>Between US\$ 10 000 and US\$25 000</i>
3	<i>Medium enterprise</i>	<i>less than 100 workers</i>	<i>Between P 1 500 000 and P 5 000 000</i>	<i>Between US\$ 250 000 and US\$833 333 33"</i>

Source: Nkwe (2012)

The last term in SMME represents the word Enterprise. Jajelantle (2017) defines an enterprise as an institutional unit that is an economic entity or transactor that is self-governing concerning its investment and financial decision-making, as well as responsibility and authority for apportioning resources while producing services and goods. Enterprises play a significant role in delivering services and goods in Botswana and are independent in making investment, resource, and financial decisions.

Finally, in this study, SMME will be perceived as an enterprise that is (1) highly personalized, (2) persistently run by the owner(s), (3) primarily local in its functions, and (4) generally depending on local resources of funds for financing its development (Murphy, 2009).

The following section gave more information on the nature and characteristics of SMMEs in Botswana and their types.

3.2.2 Nature of SMMEs in Botswana

SMMEs are required in all economies and can be described as the propelling force of the business; innovation, competitiveness, and growth are also significant employers (Holátová & Monika, 2013:98). SMMEs stem from the inventiveness of entrepreneurs who are mainly able to figure out opportunities notwithstanding the risks (Cacciolatti & Lee, 2015:6). The chances of engaging with SMMEs businesswise in Botswana are high as the country advances its wellness due to their value in the economy. Small, Medium, and micro-businesses are the spine of most financial systems globally as they offer a way of economically endowing every country (Mutoko, 2014:28).

Botswana's Vision 2036 is a scope that advises the country on its objective of success for everyone and acknowledges the vital responsibility that SMMEs contribute to attaining this aim (Gonzalez *et al.*, 2019).

In terms of the reduction of poverty, the development of jobs, and economic diversification, SMMEs make for around 35% of Botswana's GDP (Mutoko, 2014:28). SMMEs engage a significant proportion of the labouring class in Botswana and hold a pivotal responsibility in its financial systems' development schemes (Gonzalez *et al.*, 2019:5). SMMEs use highly labour-intensive production operations than more significant enterprises, thus creating essential jobs, income formation, and eventually poverty lessening (Khanie, 2018:6).

According to the Group (2010), there were 50,000 micro-enterprises and 6,000 small enterprises in Botswana by 2012. These numbers are expected to have grown due to the emphasis placed on developing SMMEs by the Botswana government despite the mean success rate of 20% (Gaetsewe, 2018:2). In 2010, census data points out that SMMEs constituted about 90% of enterprises then and accounted for a critical proportion of employment creation while contributing about a third of the gross domestic product (Gonzalez *et al.*, 2019:14).

Botswana has boosted economic production by fostering SMMEs, specifically those with 100% local ownership. The citizen empowerment drive initiated several SMMEs and support organizations that aided in funding, advising, mentoring, promoting, and training entrepreneurs (Mutoko, 2014:30). As such, the *“Botswana Government came up with robust schemes such as the Young Farmers CEDA fund, Local Enterprise Authority (LEA), e-innovation Youth Empowerment Programme (eYen), Citizen Entrepreneurial Development Agency (CEDA), and Youth Grant Fund, among others to assist in the development of SMMEs. The obstacles encountered in operating the schemes embody the abandonment of the projects, inability to repay, replication of efforts due to general discoordination by various stakeholders, limited resources, and incapacity (Mwobobia, 2012:88).*

As a constituent of human capital, the business owner could offer equipment, business offices, or other material contributions during venture establishment, which was a

predictor of business viability. Enterprises where the owner had contributed had the potential for survival compared to those without (Mannathoko, 2011:64).

In a study on SMMEs in Botswana, Mannathoko (2011:64) revealed that enterprises owned by women experienced fewer threats of market withdrawal compared to the danger experienced by enterprises owned by men.

3.2.3 Characteristics of SMMEs in Botswana

Micro-Enterprises

Micro enterprises in Botswana comprise 70% of the jobs in the Sub Saharan Africa and are characterized by: being not registered with the local authority, having informal bank accounts or none at all, having less than five paid workers, operating the owner's family home, and mixing household with firm expenses (Gaetsewe, 2018:1). According to 2005/06 Labour Force Survey (LFS), the total number of informal sector workers amounted to 156,515, which made up 20% of the labour force while in 1995/96 LFS, informal sector employees were 57,950, which was approximately 11% of the labour force and the majority of the informal enterprises belonged to women entrepreneurs, and even informal business employees are primarily female (Okurut *et al.*, 2011:63).

Okurut *et al.* (2011:74) found that 15% of the 180 SMMEs they studied in Gaborone, Francistown, Selibe Phikwe, Maun, and Molepolole were unbanked, with the majority of them being micro-enterprises. Additionally, whereas all of the employees at medium-sized businesses were banked, the majority of workers in the micro-enterprise sector were not.

Small and Medium Enterprises

Despite the distinctive interventions and policies applied to the SMME sector globally, SMMEs in developing and developed nations are identified by identical attributes (Baleseng, 2015:12).

In terms of their **supervision and proprietorship** (Moaisi, 2005:19), the majority of SMMEs in developing and developed nations are owned and manned by sole traders who make ultimate decisions on how the enterprise should operate, its continuity, and development, while in addition to that enterprise with skilled managers or owners seem to possess greater development possibilities than SMMEs run by managers or owners who lack experience (Wiese, 2014:36).

In the area of **finance**, it is noted that financial resources obstruct SMMEs ' success and competitiveness, while more pointedly, inadequate financial resources often are a huge hindrance to the prosperity of SMMEs in developing countries (Reginald & Millicent, 2014:61). Unfortunately, financial firms perceive it as challenging to finance SMMEs lacking collateral security (Moaisi, 2005:18), and as a result (Wiese, 2014:37), the source of finance becomes the partner or spouse's salary, another job's income, government pension, or family contributions.

According to Moaisi (2005:20), when it comes to **products**, SMMEs generally produce and sell small amounts of similar products at sensible prices in a restricted area, which accidentally increases the product's availability in one location. Product diversity is usually a constraint or non-existent due to, in some cases, a deficiency in product ideas. (Baleseng, 2015:13).

(Baleseng, 2015:13) contends that **Entry into SMME markets** hardly has any barriers, and entrepreneurs join and leave freely as no rules limit the joining and withdrawal of these kinds of ventures. Markets are generally known for their small supply of low-grade goods and services, thereby satisfying the market negatively. However, the inability to fulfil the market demand is often associated with inadequate knowledge about the

availability of buying and selling opportunities, especially for SMMEs in developing nations (Moaisi, 2005:21).

In the area of **technology**, technological and globalization shifts are not a significant owner's concern, particularly in urban centres, as they often employ affordable and convenient technology that is user-friendly for their business activities (Baleseng, 2015:13). For SMMEs in rural areas, it is even worse as there is limited use of technology and thereby resorting mostly to labour-intensive approaches to satisfy market demands as well as stay afloat in business (Baleseng, 2015:13) and as such an inadequate application of more advanced technological tools will prove an obstacle on the SMMEs' competitiveness and sustainability.

Regarding **age**, it is noted that youth entrepreneurs possibly grow and sustain their enterprises better than their mature peers (Chowdhury *et al.*, 2013:42) as they have higher energy levels and are risk-takers. According to Mannathoko (2011:64), in his study of the durability of SMMEs in Botswana, significant outcomes indicate that enterprises operated by young traders encounter a more substantial threat of market withdrawal compared to threats older entrepreneurs face.

The **educational background** of the enterprise manager or owner is generally accepted as a pivotal origin of company innovation as the achieved education attainment is ascribable to the ability to process information, cognitive ability, propensity or receptivity to creation, and tolerance for ambiguity (Umidjon *et al.*, 2014:13). If the owner/manager is highly qualified, it stirs up development of the enterprise, in turn positively impacting both growth and survival (Baleseng, 2015:14). Conversely, businesses managed or owned by those with degrees mostly experience a low growth rate compared to those operated by the less schooled (Woldie *et al.*, 2008:6).

Concerning **gender and experience**, Woldie *et al.* (2008:6) attest that inquiry on the sex of manager or founder generally focuses on the male manager or proprietor, as the ratio of male-owned companies more than women-owned as also the majority of studies

report that female-owned firms have a higher failure rate than those for owned by men. This is attributed to women's double duties, poor financial support, and strict security conditions (Baleseng, 2015). Conversely, regarding the gender of the business owner, the finding that female-run businesses encounter a higher possibility of failure than male-run ones was not supported by the Botswana study findings (Mannathoko, 2011:iv).

Firm age's effect on the aptness of transformations and continuity has provided dissimilar practical findings as investigators have concluded that novice companies are generally more innovative, thus stimulating sustainability. In contrast, the aged firms are less creative and are therefore not as competitive, leading to their eventually being driven out of business (Umidjon *et al.*, 2014:13).

Chowdhury *et al.* (2013:42) noted that entrepreneurs with previous industry experience achieved more success than those without business experience. Conversely, Mannathoko (2011:65) tried the construct in Botswana and discovered that past job experience did not influence the survival of a business. The significant results also demonstrated that possessing employment experience negatively affected the survival of a business. The argument presented for this outcome is that if one was employed before and earned a salary, opportunities will always be exploitable if an alteration in vocation is unsuccessful. Such is the case that entrepreneurs who battle in business will be unmotivated to continue because they have an alternative to return to salaried employment.

3.2.4 Types of SMMEs operating in Botswana

Mwobobia (2012:89) identifies three significant kinds of SMMEs functioning in Botswana being:

- The sole-proprietor or single-owner enterprise is a business run and controlled by one person. The owner has excellent business flexibility and is liable for all enterprise liabilities.
- When two or more people, up to a maximum of 20, decide to run a business together to benefit financially for both sides, a partnership is formed. Every partner must contribute financially or property to the company's resources. The business is run flexibly, much like a sole proprietorship. An effective measure of achievement is the combination of drive, ideas, and skills.
- A limited company is one whose financial obligation is restricted to the capital invested by the shareholders, according to a private business. Since private companies limited by shares make it possible to start a firm with fewer procedures, most current companies in Botswana are run by their owners, who also serve as the company's shareholders and directors.

The following section deliberates on the sustainability of SMMEs.

3.3 FACTORS FOR SUSTAINABILITY OF SMMEs

At the international level, SMMEs are posited to determine the attainment of the United Nations 2030 Agenda on Sustainable Development. Goal 8 advances sustained, inclusive, and sustainable economic growth, decent work, and productive and full employment; Goal 9 advances the fostering of inclusive and sustainable industrialization with SMMEs being economically an innovation catalyst; and Goal 1 aspires for SMMEs to actively participate in ending poverty (Gonzalez *et al.*, 2019:5).

SMMEs recruit a large percentage of the workforce in Botswana and hold a pivotal part in the country's financial development game plan. Enabling them to be more sustainable will aid the government in attaining its development goals by strengthening sectors, creating more jobs, and generating effective business models (Gonzalez *et al.*, 2019:5).

It is generally accepted that given the proper support and conditions, there is a high possibility that SMMEs will contribute significantly to a nation's economic diversification (Khanie, 2018:1).

The term 'sustainability' of SMMEs requires definition, and a preview of the history of sustainability is essential before defining it. The thinking on sustainability started more than 130 years ago and came from a concept identified as the spaceship Earth. As such, the term sustainability was used over the years, achieving colossal popularity that led to the engineering of the term "sustainable development" in the Brundtland Report of 1987(Alhaddi, 2015:1). According to the report, sustainable development is the development that provides satisfaction to the current generation's needs but does not disadvantage future generations in satisfying their needs as well (Brundtland, 1987:43). This suggests that to be sustainable, development must meet the requirements of both present and future generations.

Considering SMMEs, sustainability is seen simply as the continuous ability of a firm to show durable resistance to external shocks (Prabawani, 2013:193). This implies that sustainability is the capacity of an SMME to resist external shocks that may cause its failure. The more steady the system holds, the greater its capacity for adaptability as it maintains and perpetuates existence (Ramlal, 2020:17). Brouwer (2012:232) confirms this by arguing that sustainability is simply the business's capacity to nurture its existence. However, this could be a narrow view of sustainability as Prabawani (2013:193) debates that sustainability has a broad scope and is not confined to business management. Burlea-Schiopoiu and Mihai (2019:1) provide another definition of sustainability and state that sustainability for SMMEs constitutes a balance on the one hand between financial, material, and human resources and, on the other hand, with the economic and social environment where it functions.

Savitz (2013) puts the exact definition more precisely by stating that a sustainable firm produces a profit for the partners while at the same time preserving the atmosphere and bettering the livelihoods of the concerned people. Prabawani (2013:193) confirms this

definition by asserting that the sustainability of SMMEs can be evaluated from criteria that include the firm's stakeholders, internal and external factors, and forthcoming interests. However, a system's continuity is jeopardized when nature cannot resist and respond correctly to a disproportionate load (Ramlal, 2020). Protecting the environment is thus paramount to enabling the sustenance of SMMEs.

Therefore, in this study, the sustainability of SMMEs refers to SMMEs' capability to provide services and goods perpetually while meeting the needs of shareholders and stakeholders and preserving the environment. According to Tell (2014), the ability is a business's capacity to fulfil objectives. The SMMEs, therefore, examine what they have and do not have to perpetually provide services and goods while meeting the needs of shareholders and preserving the environment. This is a case of the SMMEs performing a SWOT analysis of their enterprises. Teoli *et al.* (2019) explain SWOT Analysis (short for strengths, weaknesses, opportunities, threats) as the way a business assesses how it compares to its competition.

The factors that influence the sustainability of SMMEs will be explained in the next section.

3.3.1 Factors that influence sustainability

Several researchers identified numerous factors that influence sustainability, some of which will be highlighted in the discussion below. A summary of the factors will be given at the end.

In a study by Ligthelm (2010:148), several factors played a role in business sustainability: improving productivity transformation of the items dedicated to introducing novel goods, reducing labour costs, handling costing procedures, and focussing on clients' services. Product transformation implies continuously experimenting with other things related to the products to bring novel ideas to the fore. Dictionaries (2023) define experimenting as testing new concepts, techniques, or pursuits to see their effects on

the business. Ligthelm (2010:150) concludes that all these factors depend on the entrepreneur's conduct, which he points out as the ultimate predictor of the sustainability of small businesses. In their study, Naidoo and Urban (2010:234), which focussed on the significance of operational skills towards business sustainability, established that functional skills are positively linked with SMMEs' sustainability.

Hove and Masocha (2014:257) explain that it is vital for SMMEs to have an explicit knowledge of the industry structure they are working in, as it becomes simpler to select a game plan to boost continuity by bettering production or market share.

A shortage of financial resources and time are sometimes identified as factors that obstruct SMMEs from developing a sustainable game plan. At the same time, the investment in sustainability is considered to give a competitive advantage (Burlea-Schiopoiu & Mihai, 2019:1). When a business acquires and develops a set of unique traits that enable it to outperform rivals and outcompete them, it has a competitive advantage. A competitive strategy must be practical to carry out these tasks and guarantee that the business has an edge over rivals. A company's perception of its competitors is summarized in its competitive strategy (Yuleva, 2019:71).

Leza *et al.* (2017:14) argue that the accessibility of new venture financing has a notable and adverse impact on the extent of product varieties, which is crucial for risk alleviation and the sustainability and functionality of MSEs. In that sense, the researchers were driving the point that SMMEs should not be hampered by the lack of start-up capital as a sustainable and effective MSE movement demands the reduction of significant start-up capital impediments (Leza *et al.*, 2017:14). In the same light product varieties amidst MSE are noted to enhance threat alleviation and a safe MSE division that is good for job creation globally (Leza *et al.*, 2017:1).

In his study, Brouwer (2012:232) identified balanced economic efficiency, stakeholder engagement, creativity, ability to change, and transparency as components of the sustainability of businesses. Sustainability is not only about the SMMEs' profit. Neither

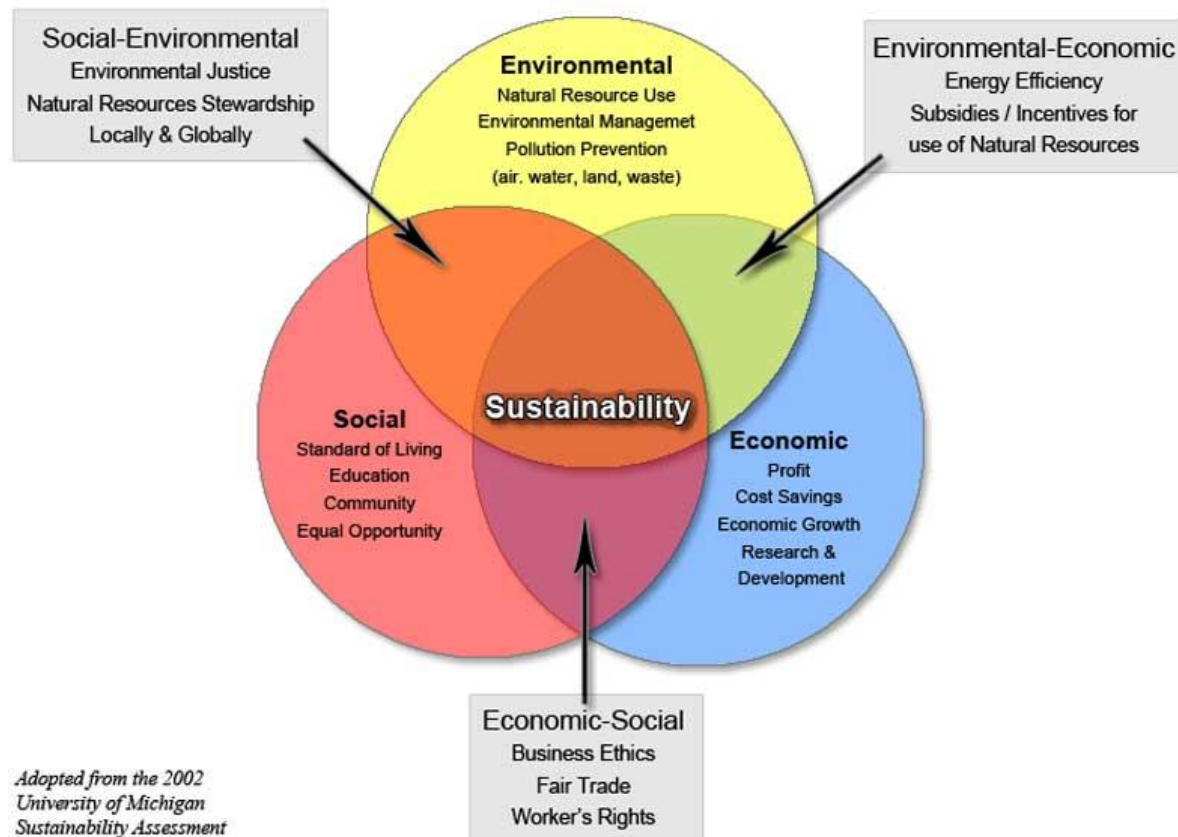
is it about customer service, financial resources, diversification, or understanding the industry's structure.

The Triple Bottom Line (TBL) is a continuity-associated concept conceived by Elkington (1997). It should be noted that survival and TBL are used interchangeably (Alhaddi, 2015:6). In principle, TBL is about extending the environmental consensus in such a way that economic and social lines are consolidated (Elkington & Rowlands, 1999:5). Elkington used the expression as the cornerstone for his book *“Cannibals with Forks”* (Elkington, 1998), where he elucidates that TBL pertains to the three bottom lines of “environmental quality, economic prosperity, and social justice” (Onyali, 2014:195). Alhaddi (2015:6) emphasizes this by arguing that TBL refers to integrating social, economic, and environmental concerns rather than social, environmental, or socio-environmental issues alone.

Consistency expresses the merger of the environmental, economic, and social lines as a concept and refers to the three lines simultaneously designed into the TBL (Alhaddi, 2015:6). The term also pertains to the practical structure of sustainability (Rogers & Hudson, 2011:4). Steered by perseverance, TBL brings forth a system for gauging the productivity of the enterprise and the accomplishments of the institution utilizing three lines of social, economic, and environmental aspects (Goel, 2010). The three-pillar notion of societal, environmental, and economic continuity turned out to be ubiquitous and is conventionally characterized by three circles that intersect with continuity at the core (Ramlal, 2020:18).

The diagrammatic depiction of the three realms of sustainability is shown in Figure 3.1 below.

Figure 3.1: The Three Spheres of Sustainability



Source: Adapted from Cavagnaro and Curiel (2022)

To explain the diagram, Onyali (2014:197) elaborates on Elkington's argument by stating that an enterprise should always arrange for three separate bottom lines. One is the traditional measure of corporate profit—the “bottom line” of the profit and loss account (Economic). The second is the bottom line of a company's “people account”—a measure in some shape or form of how socially responsible an organization has been throughout its operations and the third is the bottom line of the company's “planet” account—a measure of how environmentally responsible it has been.

The three measures are further elaborated on below:

Social sustainability

Social sustainability or people account is for practising business operations reasonably and beneficially regarding the community, labour, and enterprise region (Onyali, 2014:197). It is presumed that the functions will provide utility to the community and repay the society in which the SMME conducts business (Ramlal, 2020:19). Ramlal (2020:19) continues to explain that stability in society happens when official and non-official procedures, systems, structures, and associations promote the ability of contemporary and henceforward groups to create habitable and suitable societies. A triple bottom line SMME explores to profit from different clients, not endanger or exploit any category amongst them by, for instance, not using child labour and monitoring all contracted companies for the use of child labour, would remunerate employees fairly, would keep a secure and healthy work atmosphere and bearable labour time, and would not in any way take advantage of the society or its workforce (Onyali, 2014:197).

The Global Reporting Initiative (GRI) has formulated regulations to allow firms and organizations that work with government departments to document the social ramifications of a venture accordingly (Onyali, 2014:197).

Economic sustainability

According to Alhaddi (2015:8), the economic line binds the SMME's growth to the development of the financial system and how prudent it is to devote itself to supporting it. In other words, it emphasizes the organization's financial worthiness to the surrounding system in a way that strengthens it and increases its ability to sustain later age groups (Alhaddi, 2015:8). In other words, the "profit" notion requires to be viewed as the actual fiscal good appreciated by the local society. This is the real financial influence the SMME has on its fiscal environs (Alhaddi, 2015:197). The economic aspect connects the organization's growth to the economy's development and how well it commits to assisting it (Elkington & Rowlands, 1999; Ramlal, 2020:20).

Environmental sustainability

Given the environmental sustainability criterion, Elkington and Rowlands (1999:55) specify that a stable community requires the guarantee of three conditions: Firstly, its rates of consumption of renewable resources should not be higher than its rates of regeneration. Secondly, its non-renewable resource consumption rates shouldn't outpace the rate at which sustainable renewable equivalents are created, and finally, its pollutant emission rates shouldn't exceed the environment's ability to absorb them.

The environmental line of TBL pertains to engrossing in operations that sanction debase the natural assets for subsequent age groups (Alhaddi, 2015:8). It is known that the business practices of SMMEs have added to environmental degradation resulting in environmental problems that have caused greenhouse effects, pollution, and ecosystem imbalance (Ramlal, 2020:21). Cohen and Winn (2007:31) also contend that market irregularities support environmental deterioration notwithstanding that they also come up with crucial opportunities for creating transformative enterprise frameworks and radical technologies recognizable to SMMEs. SMMEs should balance sustainable practices and economic gains (Ramlal, 2020:21).

Mosha (2015:55) noted that due to high unemployment, poverty, and food insecurity. Some people had to use subsistence and commercial urban and peri-urban agriculture (UPA) to address these problems.

The TBL framework underscores the relationship among the three major elements (see Figure 2.1 above), and preferably, SMMEs should do their business while operating at the intersection of the Venn diagram in an attempt to achieve the three goals (Rogers & Hudson, 2011:4). SMMEs should endeavour to satiate the economic, environmental, and social spheres in which they are positioned to attain sustainability.

3.4 RECYCLED ENTREPRENEURS' SUSTENANCE OF SMMEs CHALLENGES

Whilst research into the role, nature, and value of entrepreneurship is substantial, knowledge and, specifically, evidence revealing the character of entrepreneurial recycling is scarce (Hopkins & Bassett, 2015:6). Much of what is in existence is abstract and does not present data representing the practical experiences of these persons (Mason & Brown, 2014). Research has concentrated on firms as this is perceived as a less complex way of making comparisons, but (Iacobucci & Rosa, 2010:352) there is an obligation to concentrate more on entrepreneurs' careers to comprehend entrepreneurial processes, which is more favourable. This section examines challenges related to the sustenance of SMMEs, which also impact recycled entrepreneurs.

The Botswana Government has invested heavily in infrastructure development during the past 50 years that has produced amazing outcomes in terms of mobility, marketing, and human development (Gonzalez *et al.*, 2019:37). Policies that have been applied previously to grow small-scale businesses include the Financial Assistance Policy (FAP), Industrial Development Policy, Small-Medium, and Micro Enterprises (SMME) Policy, Reservation Policy, Trade, and Liquor Act, Industrial Development Act, Companies Act, and many more (Gaetsewe, 2018:2).

The central government ministries involved in SMME development are the Ministry of Local Government, the Ministry of Finance and Development Planning, and the Ministry of Trade and Industry (Mookodi *et al.*, 2016:40). Development is done through providing subsidies to SMMEs, the crafting of policy measures whose objective is reinforcing ties between SMMEs and research institutions, and putting in motion policy measures that will motivate SMMEs to tackle the process and product innovation (Matt & Wolff, 2004). However, despite the government's efforts, SMMEs encounter obstacles that endanger their growth and survival (Mutoko, 2014:28), and these are highlighted below.

SMMEs are vulnerable to both internal and international competition, and the majority are challenged by imports from other nations (Moalosi *et al.*, 2013:1). These challenges

involve lack or limited access to markets, poor work ethics, financial inadequacies, lack of competitiveness, and limited management skills(Mutoko, 2014:28).

Difficulties encountered in putting into operation the schemes put in place by the government to assist in the development of SMMEs involve an inability to pay back loans, dumping projects, reproduction of attempts because of general inadequate harmonization by various partners, insufficient capacity and materials (Mwobobia, 2012:8).

Most SMMEs are young firms and start-ups that, by their character, tend to display volatile patterns of earnings and growth and lack transparency in their operations (KUNG'U, 2015:23). Some SMMEs have a minimum asset base to utilize as collateral for loans, hence lacking a built-up relationship with lending institutions (Khanie, 2018:2).

An impediment to the growth of this sector has been recognized as the absence of an inventive agenda focusing on fostering a culture of ongoing innovation among Botswana's Small, Medium and Micro Enterprises (SMMEs) (Moalosi *et al.*, 2013:1).

GEM inquiry has also demonstrated that females are often likely not to recognize an entrepreneur, unlike their male counterparts when they begin. Due to this, women are disabled from the beginning due to having fewer examples (which adversely influences their desire to get included in the enterprising activity). Furthermore, with this mentorship, chances and professional connections are missed, which by and large could adversely influence the survival of their enterprises (Herrington & Kew, 2017:37)

Adverse financial market circumstances may hinder the expansion and accomplishments of SMMEs as it is noted that SMMEs are generally challenged in acquiring loans due to the stringent obligations, including bureaucratic money lending arrangements made by financial firms (Nkuah *et al.*, 2013:12).

Improved availability of skilled labour has bolstered Botswana SMMEs, in particular in the area of services, albeit the very minimal rates of certification to global standards and infrastructure shortcomings that hinder most firms from going international amid budding entrepreneurs who frequently grapple to grow, and could profit from accountancy and management training (Gonzalez *et al.*, 2019:4).

Evidence points out that even if young women run enterprises, many people are well linked to their enterprise environment, they do not follow best administration operations, and their potential to contest on numbers and price is adversely affected ultimately (Gonzalez *et al.*, 2019:25). The survey evidence indicates that Botswana SMMEs are generally low performers (Gonzalez *et al.*, 2019:31).

Overall, the main issues facing Botswana's SMMEs are a lack of innovation, insufficient funding, a lack of expertise, a lack of planning or poor planning, a lack of business acumen, poor management, subpar products, a lack of track record in the venture's productivity, insufficient or no advertising, and a lack of markets (Mutoko, 2014:29).

3.4.1 OVERCOMING SUSTENANCE CHALLENGES OF SMMEs

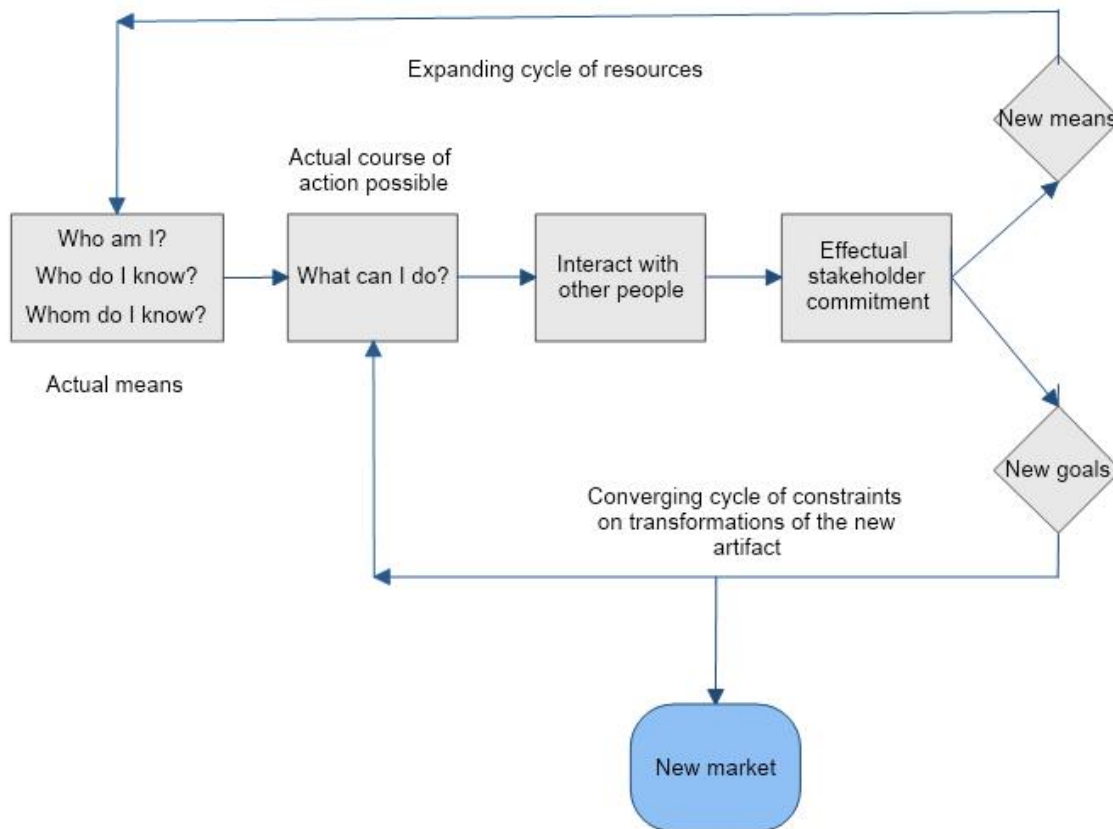
According to Boubekur (2016), The Private Sector Development Strategy (PSDS) of Botswana, which was introduced in 2013, aims to enhance the business climate for firms (reduce red tape and pilot increased access to finance for SMMEs), as well as the capability and competitiveness of SMMEs. The primary beneficiaries of the PSDS are entrepreneurial organizations that are anticipated to encourage economic diversification, modernize the private sector, and enhance job creation.

Villar (2019:104) explains that businesses can practice institutional entrepreneurship, which involves lowering the costs associated with producing goods that emit carbon emissions and cause environmental degradation by creating or altering institutions that reduce such transaction costs, as demonstrated by instances like the Chicago Climate Exchange, which was established as a market for carbon emission credits.

Entrepreneurs see potential in changing government subsidies, taxes, and other economic incentives through political lobbying regarding government intervention. Engaging in political entrepreneurship, which encourages changes to government incentive systems through mobilisation, is another strategy for overcoming obstacles. Entrepreneurs may also take part in information asymmetry, which they do by seeking out chances to broker information when there is a knowledge gap between customers or producers.

Amoa-Gyarteng (2023) describes how entrepreneurs may use the Effectuation and Bricolage approaches, which emphasize internal resourcefulness and making the most of what is available, regardless of long-term profits, to overcome financial obstacles. They may collaborate and network while embracing the affordability argument. Effectuation is a collaborative and co-creative process that entails making something from what is already there (Amoa-Gyarteng, 2023). The entrepreneur discovers creative methods to create new goals compatible with the resources by engaging with and communicating with stakeholders.

Figure 3.2: Effectual Approach to Entrepreneurship



Source: Sarasvathy and Dew (2005:543)

Utilizing a variety of readily available materials in creative ways to take advantage of fresh possibilities and confront new obstacles is known as entrepreneurial bricolage. According to the entrepreneurial bricolage theory, businesspeople should combine their resources and use what they already have to create something new (Amoa-Gyarteng, 2023). Selective bricolage makes it possible to overcome resource limitations and promote long-term growth. Entrepreneurial bricolage can be achieved by following the principles in Table 3.2.

Table 3.2: Entrepreneurial bricolage

Principle	Explanation
Embrace Affordability Logic	Instead of waiting for outside money or help, entrepreneurs should concentrate on making the most of the resources at their disposal. They may make thoughtful judgments and take measured risks

	without being unduly bound by the requirement for outside help if they adopt the affordability approach.
Engage in Networking and Collaboration	Entrepreneurs should collaborate and network to create connections and gain resources from others. Entrepreneurs may increase their resources and possibilities for success by cooperating with others and exchanging ideas.
Focus on Customer Needs	Entrepreneurs should focus on determining and meeting customer requirements and wants since doing so can encourage the creation of new goods and services and drive resource acquisition.
Build Resilience	Entrepreneurs need to develop resilience to overcome challenges and make the most of their resources. By creating a solid network of allies and being ready for change, entrepreneurs may better weather challenges and emerge stronger.
Leverage Existing Resources	Entrepreneurs should use their current assets, such as contacts, expertise, and abilities, to expand their enterprises and develop new prospects. Entrepreneurs may be more resourceful and do more with less by making the most of what they have.
Build a Strong Team	Entrepreneurs should assemble a capable group of workers and consultants to assist them in achieving their objectives. Together, business owners may have access to more excellent resources and do more than they could on their own.
Develop Partnerships	Entrepreneurs should form alliances with companies that offer them more resources, assistance, and possibilities.
Focus on Scalability	Scalability is crucial for entrepreneurs to build enduring and expanding enterprises over time. Entrepreneurs can ensure they have the resources they need to succeed in the long run by preparing for expansion and concentrating on scalability.
Utilize Data and Analytics	Data and analytics may help entrepreneurs use their resources wisely and make educated decisions. Entrepreneurs may achieve more by maximizing the effect of their resources by monitoring their progress and utilizing data to inform their decision-making.
Continuously Learn and Adapt	Entrepreneurs must constantly grow and adapt to new situations and possibilities. Entrepreneurs may remain ahead of the curve and continue to make the most of their resources by being proactive and adaptable to change.

Source: Amoa-Gyarteng (2023)

By embracing the principles of Effectuation and Entrepreneurial Bricolage, entrepreneurs can be more resourceful and innovative in their businesses and achieve more with less. These approaches promote a resource-oriented approach to business strategy and emphasize the importance of embracing affordability, collaboration, experimentation, and continuous learning (Amoa-Gyarteng, 2023).

To overcome the challenges entrepreneurs face, Fong *et al.* (2020:226) suggest that entrepreneurs be optimistic about the challenges faced, expand their ideas and vision to potential investors, research the target market, analyse competitive products and enrich themselves by reading inspiring materials. Ramukumba (2014:19), on the other hand, suggests that attracting repeat customers and the product's performance are the critical success factors that can lead to the sustenance of SMMEs.

3.5 RECOMMENDATIONS FOR SUSTAINABILITY OF SMMEs

Considering that sustainability is vital for SMMEs to remain viable, this section looks at some of the recommendations various researchers point out. According to Dictionaries (2023), a person's or a committee's advice is their ideas or counsel on the best course of action.

3.5.1 Recommendations to key role-players

Dictionaries (2023) defines role-playing as playing a part in something. The interest of the study is to find out the recommendations that can be given to key role players in the sustainability of SMMEs. This section will provide the recommendations made by other studies to the policymakers in entrepreneurship development, education, and the corporate sector.

Pansiri and Yalala (2017:53) argue that several intervention policies, programmes, and strategies, including creating funding opportunities for entrepreneurs, enhancing training for entrepreneurs, research innovation and technical assistance, and creating market access, should be put in place for SMMEs' sustainability despite developments from the establishment of the National Development Bank in 1963 to the crafting of the economic diversification drive strategy in 2010.

Hopkins and Bassett (2015:30) explain that exposure to and comparison to entrepreneurship and entrepreneurial persons at any stage of life or profession seems to have a significant impact on triggering a desire to choose a similar route. This argument suggests that using case studies and role models to encourage entrepreneurship may be successful. It may be adequate to hear about personal experiences and stories from people who have faced similar difficulties and have taken similar actions as others.

In another study by Zhou and Gumbo (2021:25), SMME support organizations should use monitoring and evaluation tools to assess the impact of their interventions and, where necessary, adjust them to enhance effect, according to a recommendation made in a study that compared Rural-Urban Manufacturing SMMEs Performance in KwaZulu Natal Province, South Africa.

Welter (2005:2) argued that the sorts of policies and programs made available to SMME owners should consider shifting transition conditions. Furthermore, policymakers in transition countries must concentrate on ensuring a transparent and uncomplicated policy development process because formal barriers like policy instability and uncertainty continue to form business barriers throughout the transition process. Additionally, the emphasis has to change from the available collateral in the business to the firm's viability and the entrepreneur's skills. Each company needs financing that is specific to its problems. Additionally, the business owner must have access to the information of the market and experience necessary to succeed in their venture (Ramukumba, 2014:20).

According to Baleseng (2015), Botswana's government should work with organizations like the Botswana Development Corporation (BDC) to support SMMEs and develop policies governing these businesses. The government of Botswana should begin financing SMMEs, monitoring them, providing training and workshops on managerial, marketing, and financial skills for running the company, and soliciting feedback from the

end-users. It should also restrict importation and empower local manufacturers. It should also prioritize buying from SMMEs over large businesses.

A study by Eton *et al.* (2019) on SMMEs, environmental management, and poverty reduction in Western Uganda advised that to increase the SMME sector's contribution to economic growth and poverty reduction, the government should prioritize it in budgets.

SMMEs are less likely than large enterprises to implement environmental management because the owners of SMMEs feel there is a cost involved with ecological management even if the long-term advantages and flow back to the business are significant(Walker *et al.*, 2008). Small and medium-sized companies may participate in environmental management practices to a considerable extent by receiving information and knowledge (Eton *et al.*, 2019:279). Additionally, dedication to minimizing adverse environmental effects through training programs for SMME operators is crucial for reducing poverty.

Even if early-stage entrepreneurial ventures do not provide the desired results, funding them, lowering start-up taxes, and encouraging entrepreneurship and innovation through grants should not be considered a waste of money. For the supported entrepreneurs, the human, social, and organizational capital obtained via such ventures is priceless and will be partially recycled shortly, implicitly producing favourable results (Slavec Gomezel & Stritar, 2022:79).

Additionally, policymakers should support coordinated entrepreneurial recycling initiatives where motivated entrepreneurs may collaborate to improve their and others' lives (Slavec Gomezel & Stritar, 2022:79).

3.5.2 Recommendations to other recycled entrepreneurs

Zhou and Gumbo (2021), in their study on comparing rural-urban manufacturing firms in South Africa, advised SMME owners in metropolitan regions to think about hiring

qualified staff to lessen the negative impact of these platforms and boost the effects of digital marketing. The inverse link between age and performance demonstrates the need for older businesses, particularly those in metropolitan areas, to adapt to market changes to prevent sales from dropping and threatening their existence.

Considering the seriousness of fraud in SMMEs, Viviers and Venter (2008) investigation into fraud from the perception of SMMEs recommended that SMME owners/managers learn more about low-cost yet efficient fraud detection and prevention procedures to avoid fraud-related actions in their businesses.

The corporate sector has been impacted by recent decades of fast technology advancement. Information technology is one of the most advanced fields of technology. SMMEs should begin utilizing information technology to increase their competitiveness in addition to significant businesses (Nugroho *et al.*, 2017:329). Prasanna *et al.* (2019:13) suggest that to increase the chances of SMMEs surviving in the competition, the literature in the SMME area emphasizes the value of social capital and business collaboration through networking. These corporate collaboration and social capital strategies might lead to technical innovation and economies of scale among SMMEs, strengthening their business competencies.

SMMEs must know how their operations adversely influence the environment and biodiversity (Eton *et al.*, 2019:285). A new generation of budding entrepreneurs or start-ups should be supported by seasoned businesspeople, who should also advance their personal growth and prepare workshop and seminar attendees, students, and pupils for their entrepreneurial journey (Slavec Gomezel & Stritar, 2022:79).

3.5.3 Recommendations to prospective recycled entrepreneurs

Entrepreneurs will contribute to creating a better business ecosystem by actively participating, which would also benefit them. According to Grant (2014), those who give more to others than they get or who give without expecting anything are more

successful and content. Because of this, it is recommended that entrepreneurial recycling functions as a feedback loop. In essence, you receive back what you put into it. Giving makes individuals more devoted to the ecosystem in which they live and work (Grant *et al.*, 2008). It is also predicted that encouraging entrepreneurial recycling through sharing may strengthen entrepreneurs' commitment to their ecosystem.

To create something new or changed, entrepreneurs should work harder to recycle, reuse, recombine, and draw on what is already known and in use (Slavec Gomezel & Stritar, 2022:78). Entrepreneurship is more about recycling than it is about having "aha" moments that are entirely fresh.

After failure, conscious entrepreneurial recycling may provide business owners with second chances. When entrepreneurs fail, they gain essential organizational, social, human, and occasionally financial ideas (DeTienne & Cardon, 2012; Singh *et al.*, 2015). Entrepreneurs can employ the many types of obtained capital in a venture project by recycling it (Bahrami & Evans, 2000).

Shepherd (2014:4) says that to recognize an opportunity, business people must use the distinctive expertise acquired via various experiences. Such expertise could arise from prior professional endeavours. An entrepreneur's varied experiences provide them with specialized knowledge, networks, and access to data that can be used to identify potential opportunities and embrace motivations to act as a filter, letting information that may be critical pass through. In contrast, information of less importance is ignored. It takes a lot of reflection to assess whether a business chance is personally feasible given our knowledge, financial situation, and access to other resources.

Check to see if the business concept can provide a long-lasting competitive edge. If an entrepreneurial idea represents something valuable (for example, lays the groundwork for providing customers with more excellent value), rare (for example, others do not have access [or only limited access] to the opportunity), and if there are restrictions on

the degree to which others can imitate the product/service or substitute for its benefits, it represents an opportunity for someone with the knowledge and drives to exploit (Shepherd, 2014:4). Recognize that there is a probability of making a mistake given the uncertainty—either by doing and being wrong or by not acting and being wrong—and it helps to know which one is likely to bring slightest regret.

Making sure one has the skills (that is, knowledge and experience), financial resources, and a dynamic environment to support the achievement of the growth objectives is necessary for expanding a firm (Shepherd, 2014) while also ensuring that the firm has a low debt which will provide a cushion should there be some significant hiccups. With low debt, there are more options to deal with the unexpected.

3.6 ENTREPRENEURIAL TALENT RECYCLING (DEFINITION OF ENTREPRENEURIAL TALENT, ENTREPRENEURIAL TALENT RECYCLING)

This section focuses on entrepreneurial talent recycling. It will define entrepreneurial talent to start with and then entrepreneurial talent recycling. The benefits and challenges of entrepreneurial talent recycling will also be outlined to demonstrate the impact of entrepreneurial talent recycling on the economy with a larger view of enhancing the sustainability of SMMEs.

3.6.1 Entrepreneurial talent

According to Mayer-Haug *et al.* (2013:1254), Baumol (1990) established enterprising talent but bemoaned as it happens 20 years later, the concept of entrepreneurial talent is still neither definable nor instructed in schools. Several researchers have made more findings in addition to Baumol's efforts, and they have described entrepreneurial talent as the potential to find, choose, process, depict, and utilize the data essential to effect decisions in a confusing world and, in so doing, exploit available market opportunities (Ferrante, 2005:169). Reynolds (2019:443) identifies ability as having power, character, skill, disposition, quality, capacity or being forced to do something. By implication, lack

of talent is a barrier because the entrepreneur becomes deficient in exploiting market opportunities.

Badal (2014:2-3) highlights that these entrepreneurial talents influence the conduct of entrepreneurs and, at best, describe accomplishment in an enterprising role. All entrepreneurs combine their abilities to begin or develop an enterprise (Badal, 2014:2).

These talents are reflected in general skills like presentations, negotiating, idea generation, or functional skills in banking and marketing (Anokhin *et al.*, 2008:118).

3.6.2 Entrepreneurial talent recycling

Recycling is affected when big corporations or local ventures have stepped up their operations, and the resources that they bring along or attract filter down to new start-ups.

These start-ups capitalize on these resources to intensify their growth innovation and capabilities (Spigel & Vinodrai, 2021:4). Specific events, such as acquiring a profitable company, normally spark such cascades. Withdrawal of an unprofitable company (Spigel & Vinodrai, 2021:4). Such occurrences lessen the possibility of prices linked with beginning a new enterprise and thus inspire entrepreneurship (Frederiksen *et al.*, 2016:362). Undeniably, the transference of people exchange of individuals is conceivably a very significant kind of transference: and yet advice and capital may be obtained externally, experts are part of the most influential materials an enterprise requires to develop and succeed and usually should be obtainable locally or enticed at a considerable cost (Gjerløv-Juel & Guenther, 2019; Sauermann, 2018).

Mason and Brown (2014:1) define entrepreneurial recycling as the procedure whereby cashed-out entrepreneurs successfully reinvest their money, time, and expertise in advancing entrepreneurial activity. Entrepreneurial recycling generally is a consequence (Mason, 2018:3) of an exit event, usually the sale of a firm. Entrepreneurial recycling is propelled by **exits (cash-outs)** whereby entrepreneurs or some senior managers

become adequately affluent that they are not required to work once more and make a decision to generate and advance additional entrepreneurial activities (Mason & Brown, 2014:10). Hopkins and Bassett (2015:5) further emphasize that the definition of recycling incorporates persons who have **exited** corporations due to mergers, closures, acquisitions, and reductions and were provided with packages with which to begin ventures. Additional equity partners in the corporation might as well get involved in the transference of workforce –for example, the senior executive team (Mason, 2018:3). It is known that people leaving a failed firm are usually compelled to as a result of layoffs, but even where there is a successful exit an exodus can be experienced due to disputes with new management or lucky dividends from stock options (Spigel & Vinodrai, 2021:4).

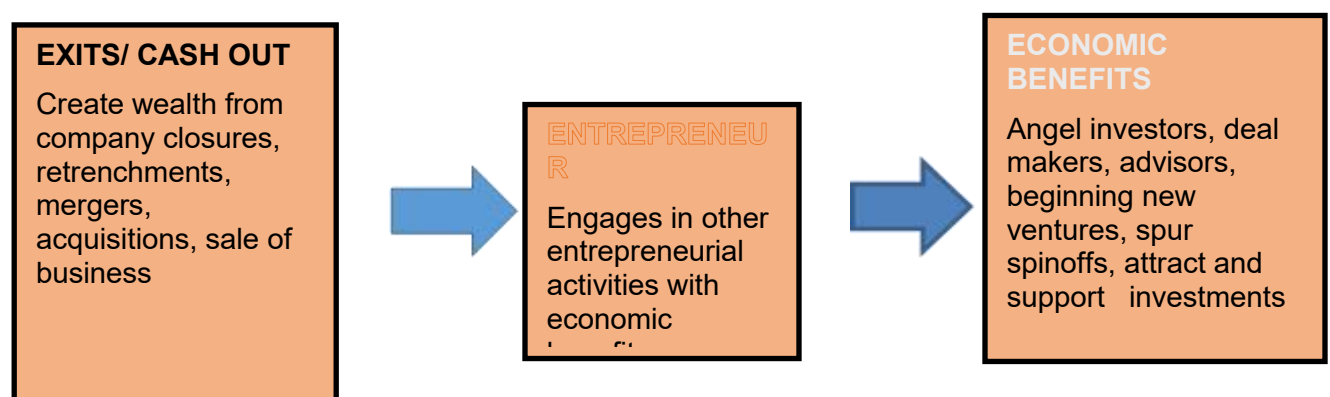
This implies that entrepreneurial recycling begins when an entrepreneur is cashed out or feels he has had enough wealth and does not need to work again, exits the company, and then devotes their energies to creating and supporting more entrepreneurial activity. Mason (2018:3) defines this recycling process simply as “The recycling of the wealth created by successful entrepreneurs along with their associated learning”. Entrepreneurs are unsuccessful because they have gathered adequate riches as employees and decide to cease working or be cashed out due to company closures, acquisitions, or mergers. They choose to reinvest the capital in other entrepreneurial ventures.

Investing in additional entrepreneurial activities must have explicit economic merits. Entrepreneurs who are cashed out or exit a company to engage in other entrepreneurial activities utilizing their time, wealth, and accumulated experience must do so with explicit economic interests in mind (Spigel & Harrison, 2017:160). Economic interests can take different forms: dealmakers, angel investors, starting new ventures, advisors, alluring support and funding for their subsequent ventures, or stimulating spinoffs from their entrepreneurial activities (Toft-Kehler *et al.*, 2014:454). When this is achieved, then they can be called successful entrepreneurs. Such people are the focus of this study.

Entrepreneurial talent recycling is thus the implementation of entrepreneurial talent in generating and advancing new entrepreneurial ventures following the acquisition of wealth through exiting a different company (Mason & Brown, 2014:10). That is, entrepreneurial talent recycling is the capacity to finance and promote other entrepreneurial operations employing the wealth got at exiting an organization through finding, depicting, processing, and utilizing information to make decisions in an uncertain environment and, as such monopolize on market gaps. Essentially, entrepreneurial and talent recycling will be used synonymously in this study.

The other term for entrepreneurs who have experienced recycling is recycled, or successful entrepreneurs (Bathelt *et al.*, 2017:7). Topologies that classify individual entrepreneurs as either habitual, novice, portfolio, or serial entrepreneurs fail to assimilate the scope of steps individuals undergo as successful entrepreneurs but concentrate more on ownership thereby providing a little indication of entrepreneurial talent recycling (Hopkins & Bassett, 2015:9). Until enough evidence exists, habitual, novice, portfolio, or serial entrepreneurs will not be referred to as recycled entrepreneurs in this study. Diagrammatically, entrepreneurial talent recycling is represented below:

Figure 3.3: Entrepreneurial recycling process



The flow diagram shows that for recycling to take place, an **‘exit or cash out’ will have to take** place, enabling the entrepreneur to start engaging in other entrepreneurial activities with economic benefits. Mason (2018:11) explains the significance of ‘exit’ in the recycling process:

- Firstly, an exit operates as a strategy for the entrepreneur to build an enterprise and decide to sell to create wealth. At the same time, investors see harvest events as vital for investment.
- Secondly, an exit is seen as opportunistic in that it is exploited to get wealth to overcome growth constraints like finance and credibility.
- Thirdly, an exit is exploited as a means of removing stress, escaping from firm challenges, and enjoying career benefits by the entrepreneur who sells the firm and
- Lastly, an angel investor may sell due to investment fatigue following numerous financial backups to start-ups or entrepreneurs in exchange for equity.

The way recycling happens is governed by the magnitude of the exit or by the character of the investor (Mason, 2018:12), and the following is likely to occur:

Size of exit

Small acquisitions generate limited wealth, so little finance is available for recycling. Little exits have little announcement effect, and young, tiny businesses that are bought will provide their top management team and founders with minimal learning opportunities, which might restrict their ambition and vision for the following enterprise.

Type of investors

Business angels and government venture capitalists are likely to reinvest locally, while other venture capital funds can re-invest anywhere.

3.7 ENTREPRENEURIAL TALENT RECYCLING EXPERIENCES

Following Ferrante's definition, Mayer-Haug *et al.* (2013:1254) identified aspects of operationalising entrepreneurial talent as skills and experience, learning, organization, number in the group, and interconnection. These aspects will be explained below as they explain what is experienced during entrepreneurial talent recycling:

3.7.1 Experience and skills

Song *et al.* (2008:7) state that a founder's experience contributes to entrepreneurial talent and influences an enterprise's performance. Carter *et al.* (1996:151) assert that the differing tasks that pertain to the formation and running of a business range from creating adequate sponsorship for the venture to employee recruitment. The experience incorporates industry experience, managerial encounters, and past enterprising meetings linked to the owner or administrative group, including understanding and expertise related to experience (Unger *et al.*, 2011:344). Skills and knowledge are contributing factors to the outcome of recycling entrepreneurial talent. Audretsch *et al.* (2009:466) ascertain that these insights apply to mediations that may incidentally impact experience by offering regulatory instruments that better the atmosphere for SMMEs.

3.7.2 Education

Unger *et al.* (2011:343) argue that just like experience, formal education influences the potential to come across and leverage an entrepreneurial opportunity successfully. Cassar (2006:612) postulates that once individuals participate in entrepreneurship, those with better investment in education tend to attempt greater development and gains in their enterprises than those with little investment in education. Mayer-Haug *et al.* (2013:1254) point out that knowledge forms an essential element of the proprietor's talent that regulators can sway indirectly and directly. According to the "*human capital*" theory, human resources comprise attributes that precede entrepreneurial success,

including skills, formal education, training, new venture encounters, employment encounters, knowledge, family environment, and owner experience. This has to be corroborated in this study against the successful entrepreneurs' educational levels and backgrounds. Mayer-Haug *et al.* (2013:1254) cite examples of studies by Jo and Lee in 1996 and Mengistae in 2006 that confirm a positive connection between firm achievement and the educational footing of the entrepreneur, while Lange *et al.* (2014) in their reviews failed to provide unambiguous conclusions.

3.7.3 Planning

Mayer-Haug *et al.* (2013:1254) dictate that the merit of organization and its link to achievement has been contested at length in the administration approach. Robbins and Coulter (2007:186) argue that planning is fundamental to all other business activities as there will be nothing to organize, control or lead without planning. Ansoff *et al.* (1970:1) point out that planners do better because their decision-making is more efficient and can lessen the uncertainty of results. Honig and Karlsson (2004:29) highlight that an action plan is one of the general requirements considered pivotal by various financiers. Delmar and Shane (2004:1165) contend that by replicating anticipated situations, an action strategy can facilitate quicker resolutions and assist in surmounting bottlenecks. As such, the acquisition of skills in preparing business plans is considered to create the ability to enable new venture creation while simultaneously enhancing venture performance, which portrays a facet of entrepreneurial talent. Brinckmann *et al.* (2010:24) established a straightforward yet conditional connection between the middle of a venture action plan and the performance of established and new small ventures. However, Schramm (2018:8) argues that no plan endures first contact with the adversary as in war. You rarely find an entrepreneur who states that his business plan was useful as the business is too fluid regarding the unpredictability of markets. Entrepreneurs, therefore, dance to the market's variable rhythm and tempo. The study will thus determine the value of planning in entrepreneurial talent recycling given this argument.

3.7.4 Team size

Song *et al.* (2008:7) state that the administration or founding group has been recognized as also impacting venture performance. Mayer-Haug *et al.* (2013:1254) observe a founding or management group as a collection of enterprising gifts that monetary policy can sway by stipulating varied tax advantages to initiating teams rather than personal owners. An entrepreneurial team is described as:

Two or more persons who have an interest, both financial and otherwise, and commitment to a venture's future and success; whose work is interdependent in the pursuit of common goals and venture success; who are considered to be at the executive level with executive responsibility in the early phases of the venture, including founding and pre-start-up; and who is seen as a social entity by themselves and by others (Diakanastasi *et al.*, 2018:3).

Thus, The team is conceptualised as a social connection beyond a plain grouping of people who labour simultaneously. Brinckmann and Hoegl (2011:2) contend that as new group members having supportive skills are included, the sole owner's managerial and cognitive ability enlarges. However, caution should be exercised in that a bigger team size does not guarantee enormous venture performance (Wheelan, 2009:1). During the discussion on SMMEs in Botswana, it was noted that the types of SMMEs that exist include partnerships and private companies. These presuppose an involvement of teamwork, and the impact of such on entrepreneurial talent recycling will be of significant interest.

3.7.5 Network

Mayer-Haug *et al.* (2013:1255) state that entrepreneurial enterprises encounter numerous obstacles when they start up. Researchers have interrogated and found that the vulnerability of newness and smallness contributes to the demise of small and new enterprises. Forkuoh *et al.* (2015:142) argue that exposure to newness incorporates

network-related factors such as inadequate stable ties and lesser relations with vital connections to the new firms identifiable with high trust and dependence on strangers.

Mayer-Haug *et al.* (2013:1255) assert that the vulnerability of being small explains numerous material shortcomings small companies encounter compared to more prominent firms. Using networks or specific associations has been recognized as a means to reduce resource impediments whereby small ventures can collaborate with bigger or more eminent firms (Mayer-Haug *et al.*, 2013:1255). Audretsch *et al.* (2009:463) point out that to address the vulnerability of enterprising organizations, political organizations usually prop up the generation and preservation of ambitious connections.

Mayer-Haug *et al.* (2013:1255) posit that enterprise and founder networks are essential in providing more resources, enhancing venture performance, and promoting knowledge gains. Safe network connections are necessary to grow an entrepreneurial talent pool inside a small business beyond the company's original member(s) (Mayer-Haug *et al.*, 2013:1255). In summarizing the above literature review, Beckman *et al.* (2007:147) posit that the connectivity standard mirrors an element of enterprising talent. Hopkins and Bassett (2015:4), on the contrary, specify that in their research on the recycling of entrepreneurial talent in Scotland, the most pivotal element in recycling was not networks but linkages that sprouted from trust in and knowledge of the skills, personal characteristics, and abilities of colleagues. That is, relationships are based on entrepreneurial talent.

3.7.6. Exits

Not all exits and cash-outs emanate from prosperous organizations. Some exits and cash-outs are from unsuccessful organizations. Spigel and Harrison (2017:160) advise that talent recycling from unsuccessful firms relies on local norms that prevent punishing lack of success but alternatively regard it as an educational experience. Provided cultural beliefs penalize non-success, many entrepreneurs connected with non-success

will not be capable of using the skills and knowledge they developed in a new setting (Cardon *et al.*, 2011:83).

While exits can motivate the formation of linkages that bolster ecosystem actors and construct a resistant ecosystem that can weather difficulties, an external economic shock, the loss of a vital mainstay employer, or the switch of a technological paradigm can cut off these linkages and weaken an entrepreneurial community and culture, leading to most crucial assets and merchants to move away from the debilitating environment (Spigel & Harrison, 2017:161).

While databases or networks can offer the thrust to make up an entrepreneurial talent record, this is inadequate as the focal point is pairing entrepreneurial talent with opportunities at the correct time (Hopkins & Bassett, 2015:4).

Insufficient company sales lead to investment staying locked up inside companies, whether that is from angels, private equity, public sector bodies, families, or the entrepreneur (Hopkins & Bassett, 2015:6). This is worsened by persons receiving a boost of cash as a consequence of a company sale but staying within their business instead of moving on to new endeavours (Hopkins & Bassett, 2015:6).

Mason and Brown (2014:10) maintain that businesses that exit prematurely, for instance, because of the incapacity to put together additional finance (on appropriate terms), usually constrain the chances for entrepreneurial recycling as it constrains both the wealth that is generated and the entrepreneurial learning that would have occurred. This is often a feature of frail entrepreneurial ecosystems where access to large amounts of public stock and growth capital markets is restricted.

Hessels *et al.* (2011:447) raise a rare observation that chances of enterprising commitment after withdrawal are more significant for people with less fear of failure, for males, and for persons acquainted with an entrepreneur. At the same time, educational achievement seems to be irrelevant. This is confirmed by the GEM inquiry that has

demonstrated that females are less likely to be acquainted with an entrepreneur than males. Thus, women are deprived of the start by having fewer role models to copy from, which may affect their preparedness to participate in entrepreneurial activity (Herrington & Kew, 2017:37). However, this study will hopefully shed more light on that aspect.

Wright *et al.* (2003:260-261) also observed that recycled persons had a greater sense of acceptability in their second business than in their initial one, and this influenced their preparedness to engage in anything that eroded their standing in the business and financial community. The entrepreneurs are, therefore, more watchful, which can lessen their involvement in entrepreneurial engagements.

A trait that can scare off or even inspire recycling is fear (Hopkins & Bassett, 2015:11). Entrepreneurs may react to fear feelings by getting towards rather than away from the origin of danger. If fear invigorates substantial striving, then it can frequently be an ally as much as a foe in that inspiration through fear rather than hope may have crucial adverse outcomes for the decisions, reactions, well-being, and health of the entrepreneur (Hayton *et al.*, 2013:4).

As a follow-up to their initial paper, Cacciotti and Hayton (2014:45) argue that entrepreneurs are often described as enthusiastic, passionate, resilient, and ambitious. However, beneath this indomitable surface lies an awkward truth that entrepreneurs may also be frightened. The experience of being scared of failure is barely a told chapter in the memoirs of an entrepreneur. Given this, the following section examines the impact on themselves and others of the sustainability decisions recycled entrepreneurs implement.

3.7.7 Recycling by gender

From a study conducted by Hopkins and Bassett (2015:30) on the occurrence of recycling in Scotland, the following table shows the recycling characteristics and patterns specific to gender:

Table 3.3: Recycling characteristics and patterns by gender

Male	Female
Recycle more often	Recycle with less frequency than males.
Project-based outlook	Have a different outlook and ambitions than males.
Often see a proliferation of non-executive, Board-level positions later in careers.	Focus less on growth and more on long-term ambitions, consolidation, and social elements.
When recycling, few, if any, enter full-time investment roles	

Source: Hopkins and Basset (2015)

3.7.8 Age

According to research by Mannathoko (2011) on the survival of SMMEs in Botswana, firms with younger owners had a more significant probability of failing than those with older owners, and the size of the firm when it was founded also significantly affected survival.

3.7.9 Cash flow

Modiakgotla (2019) stated that information from more than 600 businesses in Botswana that participated in the ITC's (International Trade Centre) SMME Competitiveness Survey showed that more than half of the SMMEs work in the services industry, which is consistent with statistics showing the prominence of services firms in the nation's private sector. Most of Botswana's SMMEs are less confident about their exposure to risk from cash flow problems, with roughly 46% reporting a solid capacity to control their cash flow. The most common reason for worldwide bankruptcy is short-term liquidity crises,

when, for example, the firm is owed funds by a buyer and has to pay suppliers. Therefore, the viability of SMMEs depends upon their ability to manage their cash flow.

3.8 ECONOMIC BENEFITS OF ENTREPRENEURIAL TALENT RECYCLING

Investigating just the ‘entrepreneur’ could lessen our grasp of what abilities, experiences, and skills are recycled to profit the economy (Hopkins & Bassett, 2015:5).

Over recent times, Gallup’s evaluation of 2,500 U.S. merchants discovered that more advanced standards of enterprising talent markedly improve one’s chances of business success (Badal, 2015:1). In a different inquiry of 111 small enterprises in Nebraska, Gallup discovered that extremely gifted traders displayed other tendencies that were pivotal to business success (Badal, 2015:1). However, Hopkins and Bassett (2015:5) argue that one of the fields, ignored in entrepreneurship is entrepreneurial talent recycling.

Recycling entrepreneurial talent is a significant operation of resource circulation inside ecosystems (Spigel & Harrison, 2017:159). Scholars have recognized the allocation and supply of enterprising talent within a financial system as pivotal to its vibrancy (Mayer-Haug *et al.*, 2013:1251). This is essential because successful entrepreneurs’ skills can be “recycled” within the ecosystem and utilized by others (Spigel & Harrison, 2017:151). Recycled entrepreneurs are vital in that they grow robust ecosystems as some of them would have been successful with blockbusting enterprises and continue being operative in the local ecosystem actively engaged in it by reinvesting their experience and profit either as mentors or investors (Malecki, 2018:7). The most productive entrepreneurial recycling originates from blockbuster entrepreneurs (Mason, 2018:13).

Entrepreneurs who have established and developed a new firm such that they can confidently leave it hardly quit the environment following their accomplishment (Bahrami & Evans, 2014:63). Such entrepreneurs usually use their wealth and time as well as experience to undertake other entrepreneurial activities that are advantageous

economically (Mason & Harrison, 2006:58). The extent of traders' social links to their society demonstrates that after a fruitful withdrawal, they will not leave the region, making sure that the knowledge, capital, know-how, and networks generated by their high flying venture continue in the environment providing coaching and investments in younger age groups of business owners (Spigel & Harrison, 2017:160). This is confirmed by Malecki (2018:7), who asserts that current and cashed-out entrepreneurs and senior-level managers may become business angels.

The Botswana Competition Authority annual report of 2015/16, cited in Badubi (2017:6), summarises acquisitions and mergers amounting to 127 from 2012/2013 to 2015/2016. Badubi (2017:5) argues that when organizations formulate survival processes, including mergers, acquisitions, and consolidation with others, they endeavour to be profitable. However, such judgments do not contemplate the after-acquisition practice of the cashed-out entrepreneurs who go on to bankroll successful ventures (Mason & Harrison, 2006:55).

It is argued that acquisitions set off a procedure of 'entrepreneurial recycling' where the traders utilize their newly-obtained possessions, associated with the practical knowledge gathered, engaging in different enterprising pursuits, particularly beginning novel ambitious ventures and bankrolling various enterprises as venture capitalists or seed investors (Mason & Harrison, 2006:55). The researchers in their *"After the exit: acquisitions, entrepreneurial recycling, and regional economic development"* *Regional Studies* cite examples of case studies of entrepreneurial recycling in Scotland as reflected in Table 3.4 which continues on the next page.

Table 3.4: Examples of the benefits of entrepreneurial talent recycling

Business activity	Economic benefits
Business angels	Ian Ritchie: OWL (sold to Panasonic) (as a BA, he has personally invested in over 40 start-ups)
	Martin Ritchie: Spider Systems (All four founders have become serial entrepreneurs and business

	angels. Two senior managers have become entrepreneurs.
Venture capital fund	Eddie Anderson: Objective Software Technology and Pentech Ventures (He has led investments in a variety of portfolio companies, including transportation technology company Applied Generics (sold to TomTom), enterprise infrastructure company Enigmatex (sold to iWave), SaaS-based financial services company VelSys (sold to Lisasoft), software performance and security company CriticalBlue, aviation enterprise transformation company Flightman, and mobile games company Outplay Entertainment)
Institution builders	Martin Ritchie: Connect Scotland
Entrepreneurial philanthropy	David Sibbald

Table 3.5 summarises the benefits derived from entrepreneurial talent recycling

Table 3.5: Entrepreneurial talent recycling benefits

Entrepreneurial benefits	Starts with exits and cash-outs
Investing money again	Business angels
Reinvesting skills	multiple venture entrepreneurs
Experience Investing Again	Mentors, advisors, and teaching

Source: Ensign and Farlow (2016:4)

Table 3.5 shows that exits and cash-outs can lead to the reinvestment of wealth through the reinvestment of skills through forming new ventures, being business angels, or reinvestment of experience through being mentors, teachers, and advisors. However, little is known in Botswana about how successful cashed-out entrepreneurs are

operating. Returns realized through exits and sales enable venture, private, and institutional investors to reinvest their initial investment plus the earnings gained elsewhere (Hopkins & Bassett, 2015:6).

Reinvestments can have acquired enterprises being developed as a consequence of the boosting of the financial and managerial assets by the acquirer and obtaining its distribution channels among other resources (Mason, 2018:17). The ecosystems are also made robust by firm exits which produce new resources and the training of the workforce as well as the design of new organizations that allure inbound and in-migration investment (Spigel & Harrison, 2017:161). Over time this assists in solidifying an enterprising culture that supports the environment and lures traders, workers, and resources to it (Spigel & Harrison, 2017:161).

Recycled individuals are better placed than newcomers to generate profitable ventures as they are more rigorous in their pre-enterprise thinking, streetwise, and can connect with a powerful group using their networks, possess better consumer reliability, including spending less time raising funds (Mason & Harrison, 2006:67). Successful entrepreneurs may be more capable of using information than amateurs, modelled along with business-related decisions (Mitchel cited in Lukes and Uhlaner (2010:9).

Research on the recycling of entrepreneurial talent conducted in Scotland by Hopkins and Bassett in 2015 found a sequence of tendencies in entrepreneurial recycling that can aid the understanding of when and where the prospects exist for creating the environment for additional economic undertakings. The findings indicated when and how to recognize recycled individuals who can link with enterprises profiting from their expertise.

Kantis (2018:32), in his comparative research on growing mature ecosystems, unearthed that mature entrepreneurial ecosystems are predominantly a product of entrepreneurial talent recycling as previous successful entrepreneurs operate accelerators, incubators, or even entrepreneurial wealth funds. Studies on enterprising

environments in Africa are uncommon (Sheriff & Muffatto, 2015b:2). However, This study is not on entrepreneurial ecosystems but will contribute to that through its findings.

3.9 SUSTAINABILITY DECISIONS' IMPACT

As already noted from a firm's perspective, sustainability can be defined as meeting the needs of a firm's direct and indirect stakeholders without compromising its ability to meet the needs of future stakeholders (Dyllick & Hockerts, 2002:132). However, in the process of trying to achieve such, the decisions made may have an impact on the recycled entrepreneur and others.

3.9.1 Impact of sustainability decisions on entrepreneur

Despite the importance of small enterprises to society and the economy, the study of their owners' health has received little attention (Torrès & Thurik, 2019:311). Rarely do small company owners speak up about how their operations have negatively impacted their physical or mental health (Torrès & Thurik, 2019:312). Small businesses' effects of CEO (Chief executive Officer) morbidity and death are entirely different. The small business is also the riskiest of structures since it depends on the well-being and whims of one person, according to Henry Mintzberg. One heart attack can destroy the organisation's primary organising mechanism (Mintzberg, 1979:312). A longitudinal study by Becker and Hvide (2013) supported this idea with data from 341 small Norwegian businesses. It shows that turnover falls in 60% of cases and employment declines in 17% of patients following the owner's death. The company fails even 20% of the time. In the realm of small enterprises, the devastating repercussions of death, divorce, and illness are frequently seen (Massey *et al.*, 2004).

The owner's health capital is a small business's most significant immaterial capital. (Torrès, 2017). Starting your own business is recognized to be a challenging endeavour with the increased workload, monetary uncertainties, and stress levels (Dahl *et al.*, 2010:2). Dahl *et al.* (2010) did matched case-control research, which examined how

many psychotropic prescriptions were given to 12,412 entrepreneurs and their 5,007 wives in the first year after becoming business owners. They found that compared to their control group of non-entrepreneurs, entrepreneurs who start smaller businesses with fewer workers are more likely to be prescribed antidepressants. In contrast, entrepreneurs who start larger companies with more employees are less likely to be prescribed antidepressants.

Blanchard *et al.* (2012) show in their research a relationship between the prevalence of independent small enterprises and specific health metrics, including mortality, the incidence of diabetes, and obesity. People should adopt an entrepreneurial culture that assures they control their future, including their health (Torrès & Thurik, 2019:312). Additionally, there may be complicating factors, such as the possibility that growing up in a wealthy, entrepreneurial household may increase one's chances of both being healthy and becoming an entrepreneur (Torrès & Thurik, 2019:313)

Small company entrepreneurs face pathogenic variables like any other worker, with stress being the most significant (Torrès & Thurik, 2019:314). Research shows that company owners experience more stress than workers (Torrès & Thurik, 2019). Uncertainty is listed as a primary pathogenic effect in Canadian studies (Algava *et al.*, 2011), along with other variables, including extended working hours, fluctuating turnover, and financial issues. The lower levels of mental sanity brought on by the prior state of unemployment may go hand in hand with the necessity of entrepreneurship (Torrès & Thurik, 2019). There may also be confounding variables and shared traits, such as resilience, which increases the possibility of establishing a company and lessens the likelihood of succumbing to illness (Torrès & Thurik, 2019:317).

However, self-employment offers numerous psychological advantages, particularly when the firm's objectives align with the interests and commitments of the owner. Making business decisions without "red tape" and navigating bureaucracy inside complex organizations can benefit small business owners (Visentin *et al.*, 2020:460). Entrepreneurship is associated perceptually with self-employed people, and perceptions

of entrepreneurial acumen are associated with prestige and visions of riches, success, and power (Bradley & Roberts, 2004). Being in charge of one's own business and feeling autonomous can be advantageous since they can result in emotions of empowerment and greater self-worth, which may benefit one's mental health in general (Visentin *et al.*, 2020:460). Despite the pressures of running a small business, entrepreneurs' well-being has been proven to be greater than that of other workers (Shir *et al.*, 2019).

The numerous unique obstacles of running a business, despite the great experiences for many small business owners, can have a long-term, persistent negative impact on the mental health of the business owner, which may go unrecognized for a considerable amount of time. Firm challenges, including the possible loss of a small firm, can prove to be highly stressful, with long-lasting impacts and life-changing ramifications covering the many facets of one's own well-being, family and personal connections, financial situation, and potential career chances (Visentin *et al.*, 2020:460). Unlike employees, who frequently have clearly defined jobs, small company owners often have to fulfil many responsibilities, which adds to role stress (Cocker *et al.*, 2012). The biggest challenge is identifying the right candidate for the right job with the right skills while aligning the business with the quality cost scale balance (Amati, 2023:2955). This frequently forces the business owner to quickly take on another responsibility, which adds to role stress. This is not always the case despite the perception that having a business gives one more personal independence. While working for oneself might offer flexibility and improve work-life balance, it can also be challenging to properly and autonomously manage one's time (Visentin *et al.*, 2020).

Only 10% of participants in research on burnout among small company owners reported significant levels of burnout; the accumulation of unfavourable events substantially influenced this outcome, and the individuals scored higher for emotional exhaustion (Lechat & Torrès, 2017). Financial hardship, insolvency, and a sense of government control were the main negative emotional experiences entrepreneurs cited as contributing to burnout. Small company entrepreneurs have many traits that contribute to variations in their mental health results. According to studies, entrepreneurs who start

a firm because of an "opportunity" have more significant mental health and well-being than those who do so out of "necessity"(Stephan, 2018). Even if optimism improves health in the near run (Totterdell *et al.*, 2006), given that results do not meet expectations, it might result in longer-term mental health problems(Dawson, 2017). Visentin *et al.* (2020) argue that small company entrepreneurs frequently have definite goals for their companies and are ambitious, entrepreneurial, and self-motivated. This could make individuals more tolerant of the stresses of managing a small business.

3.9.2 Impact of sustainability decisions on others

We know that life partners play a crucial role in running a business. Thus, the health of the business owners may have spillover effects on their entourage, not just for the employed but also for the family members(El Shoubaki *et al.*, 2018). A Danish study found a connection between starting a business and getting sedative/hypnotic prescriptions for both the entrepreneurs and their spouses, indicating that starting a company may be linked to increased stress for both the entrepreneurs and their families(Dahl *et al.*, 2010). Visentin *et al.* (2020:460-461) assert that although having one's own business is thought to provide more personal independence, the reality is frequently very different.

Self-employment can offer flexibility, which benefits work-life balance, but efficiently managing one's time alone can be difficult. These responsibilities strain the work-life balance since a business owner can't always go home and put work on hold until the next day. These obligations can burden daily living and exacerbate existing personal and familial connections. Self-employment can offer flexibility and improve work-life balance, but it also comes with time management requirements. Long hours and working weekends might become the norm, creating stress that paid employees wouldn't feel. Small companies sometimes lack the resources to help owners deal with these emotions of isolation, which are frequently exacerbated by financial difficulties and are all significant causes of stress and anxiety (Visentin *et al.*, 2020).

As with many agricultural operations, there is often a significant overlap between work and home for many small firms. As a result, problems in one area—work or home life—are more likely to affect the other. Small company owners who experience emotional strain may find it unpleasant for themselves and unintentionally stress out their loved ones. The business owner's family and close friends may feel stressed and anxious due to having to support and help the owner (Visentin *et al.*, 2020). Due to being unable to live up to the standards of independence and competence set by their family and friends, small company owners may feel guilty and lack confidence (Visentin *et al.*, 2020).

Entrepreneurs frequently want to improve the lives of others (such as their families, clients, and younger co-workers). They are open to imparting their knowledge to others in their entrepreneurial community (Ozgen & Baron, 2007).

Tschelisnig and Westerlaken (2022:177) conducted a study on the impact of sustainability at the workplace on employees' motivation and satisfaction. According to the report, employees have a sense of purpose when implementing sustainable ideas. Sustainability is also an essential subject for employers. Additionally, the interviewees felt that such initiatives boost workplace enthusiasm and satisfaction. The desire to actively participate in such initiatives was affirmed. According to this study, businesses should concentrate on activities that promote sustainability since employees view it as a motivating factor. Employees should be able to participate in the idea generation, planning, and implementation of such activities and enhance communication about such projects.

In another study by Silva (2021:40) on how sustainable practices affect employee engagement and wellness, a worker's engagement levels will be higher to a greater or lesser extent depending on how strongly they believe their employer recognizes their contributions to sustainability. By respecting and rewarding workers' contributions to sustainability, firms may raise and maximize employee engagement levels. Top executive salary incentives are more likely to be based on sustainability criteria in low sustainability firms, and boards of directors for these organizations are more likely to

have official sustainability responsibilities. High sustainability businesses are more likely to be long-term oriented, to measure and disclose more nonfinancial information, and to perform significantly better over the long term than their competitors, both in terms of stock market performance and accounting performance (Eccles *et al.*, 2014:1).

A concept that has appeared in some regions of the above discussion is the 'entrepreneurial ecosystem'. The idea is worth talking about to enhance its comprehension.

3.10 ENTREPRENEURIAL ECOSYSTEM

Malecki (2018:1) posits that entrepreneurship is noted to occur in localities or regions drawing from local networks, institutions, and resources. Bibliometric evidence indicates that the use of the construct '*entrepreneurial ecosystem*' is more popular than '*environments for entrepreneurship*' that also centre on the networks, cultures, institutions, and mechanisms that help sustain the entrepreneurs (Malecki, 2018:1). While entrepreneurs can operate in groups or independently, they belong to regions or localities with networks and institutions that help them with the resources. This implies that entrepreneurship does not occur in a vacuum. The entrepreneurial ecosystem construct presumes that entrepreneurship exists in a social unit of collegial players (Stam, 2015:1761).

By no means does consensus exist on the definition of the entrepreneurial ecosystem (Stam, 2015:1761). Partly, this is because ecosystems are defined from differing perspectives and using different research designs and data. On the other hand, it is noted that there are different genres of ecosystems (Malecki, 2018:5). Before giving this research's definition of an entrepreneurial ecosystem, a few definitions will be provided to demonstrate the different views on an entrepreneurial ecosystem.

The first one views entrepreneurial ecosystems as synonymous with industrial districts, clusters, and innovation systems where entrepreneurs and spin-offs are central to their

existence (O'Connor *et al.*, 2018). The second by Mack and Mayer (2016:2120) defines an entrepreneurial ecosystem as systems in a region with interacting elements responsible for firm creation. The third one states that entrepreneurial ecosystems constitute collegial players and elements that interplay to enable productive entrepreneurship to occur territorially (Spigel & Stam, 2018:2). According to the fourth theory, entrepreneurial ecosystems are components that integrate cultural, economic, social, and political features of an area to support the creation and development of creative businesses and inspire aspiring entrepreneurs to adopt high-risk ventures (Spigel, 2017:50). From these views, entrepreneurial ecosystems are being seen as constituting entrepreneurs, spin-offs, and institutions as well as social, political, cultural, and economic elements which are coordinated to sustain the development of new ventures.

The most crucial issue about an entrepreneurial ecosystem is that it is a system (Malecki, 2018:5). Fundamentally, an ecosystem has systemic conditions comprising knowledge, leadership, finance, support services, talent, and networks of entrepreneurs. The success of an ecosystem depends on the existence of these conditions or factors and how they interplay (Stam, 2015:1766). While being a system is critical, the system has recipes or processes that enable the necessary combination of the essential ingredients into a continual milieu with entrepreneurial exuberance (Malecki, 2018:5).

The study adopts the definition by Spilling (1996:91), who states that an entrepreneurial ecosystem comprises an intricacy and diversity of environmental factors, actors, and roles that interrelate to regulate the entrepreneurial performance of a locality or region. Actors will include various networks and institutions of entrepreneurs, finance, roles in corporate leadership, talent, support services, and knowledge. At the same time, environmental components comprise local resources in the form of socio-political and economic elements. The sustainable amalgamation of these regulates the entrepreneurial performance of a locality or region.

Mason and Brown (2014:2) emphasize that what makes an entrepreneurial ecosystem distinguishable is that it puts the entrepreneur as the focal point. Hence, an entrepreneurial ecosystem is scrutinized for its capability to sustain ambitious entrepreneurs rather than economic development and innovation generally.

3.10.1 Entrepreneurs as critical drivers of the ecosystems

Mason and Brown (2014:2) underline three entrepreneurial roles as the basis of an entrepreneurial ecosystem. Firstly, early successful entrepreneurs can kick off a sound local entrepreneurial ecosystem. Secondly, private sector entrepreneurs are essential connectors and dealmakers who keep the ecosystem together. They are the 'glue' of the ecosystem and thirdly, entrepreneurs are the key figures in 'start-up communities' where entrepreneurship development is a bottom-up process, rather than imposed or even incentivized from the top ((that is government).

On early victorious business owners, Isenberg (2011:7) argues that a few victories can influence an atmosphere and how it progresses in what he calls the "*law of small numbers*". He posits that the presence of one local apparent, tangible victory can be a solid fundamental reason why there is an improvement in the amount of entrepreneurship practised in most societies, and a few successes can motivate a whole generation of entrepreneurs. In Israel, for instance, it happened in the 1970s and early 1980s when the NASDAQ listings of Elscint (1972) and Scitex (1980) incited growth in entrepreneurial activities. This also took place in Taiwan involving Acer Computer, and in Ireland, it involved Elan Medical and Iona Technologies (Isenberg, 2011:7). It is essential to make sure that business owners who have had success with their start-ups remain engaged and active by contributing their experience and financial resources to the local communities as coaches, shareholders, or in other ways, thereby boosting the ecosystem's resilience (Napier & Hansen, 2011:12–13). This is entrepreneurial talent recycling.

Connectors or dealmakers are usually defined as the glue of the ecosystem' who make it possible to network and keep the ecosystem together (Mason & Brown, 2014:3). Zoller (2010:1) Business accelerators are associated with the phrase "dealmaker," which refers to a person who mediates entrepreneurial networks by bringing together various ecosystem actors. Napier and Hansen (2011:13-15) discovered in their research that a dealmaker was a talented person in the ecosystem with serial experience and could easily set up new ventures. In addition, the dealmaker oversaw the fiduciary responsibilities of at least three enterprises. Dealmakers are highly skilled and driven to connect start-ups with the right resources and people based on their expertise, backgrounds in respective fields, and embeddedness in the community (Zoller, 2010:103).

On the role of new ventures in societies, Mason and Brown (2014) argue that a principal company may not lead in developing an entrepreneurial ecosystem, as exemplified by the blockbuster concept. In a community, a grouping of leading entrepreneurs (a dozen or so) can help assist other entrepreneurs with their start-ups by installing an incubator. Governments, investors, and universities can be 'feeders' in an entrepreneurial ecosystem but depend on entrepreneurs to initiate the ecosystem (Mason & Brown, 2014:3). In start-up communities, the occurrence of accelerators are increasingly playing a significant role throughout the United States and beyond (Hathaway, 2016:2). The government can be initially involved in developing an ecosystem by restricting its position to identifying leader entrepreneurs and assisting them to come together (Mason & Brown, 2014:4). Feld (2020:63) is heedful about the participation of government by cautioning that when a start-up community starts depending on the government to be a leader, unpleasant things occur.

3.11 MERGERS AND ACQUISITIONS IN BOTSWANA

Recycling is vital as it gives room for an economy to operate effectively and continue to expand through company acquisitions and mergers, which permit the recycling of knowledge, abilities, and skills (Hopkins & Bassett, 2015:6). The terms Acquisitions and

Mergers seem like they are the same, they are not and have different interpretations (Gumede, 2019:1). Thus, the definitions of these terms must be provided by the study.

Amalgamating two companies is known as a merger. When one company is taken in by another company it is called an acquisition (Badubi, 2017:30). For an acquisition to come about, there must exist two corporations where one assimilates the functions of the other whose survival stops as a consequence (Musyimi, 2007:1). The acquisition or control over the entire or a section of another enterprise takes place in different ways that embody (a) the leasing of shares or purchasing of assets, or an interest of the other enterprise; or (b) joining together or amalgamating with the other enterprise (Gumede, 2019:1). Acquisitions are what transpires when an enterprise is being taken over or when the business is failing (Badubi, 2017:30).

A merger can occur in two ways: it can result in the formation of one or several new enterprises, which then jointly are indebted to the assets and liabilities of the merging enterprises, and the subsequent dissolution of each of the merging enterprises, or it can be the survival of at one of the enterprises whereby no new enterprise is formed, and the surviving enterprise takes over the liabilities and assets that were held by the merging enterprises (Gumede, 2019:2).

This study focuses not on mergers and acquisitions but on the personnel that exits such mergers and acquisitions with packages to start other worthwhile entrepreneurial activities in the economy. However, the occurrence of mergers and acquisitions in Botswana will provide a hint of the existence of such people. The Competition Authority of Botswana controls and regulates acquisitions and mergers (Badubi, 2017:31). Table 3.6 which goes to the next page summarises Botswana's merger activities.

Table 3.6: Summary of merger activities in Botswana

Sector	2012/2013	2013/2014	2014/2015	2015/2016	Total
"Agriculture	2	4	0	0	6
Construction	2	1	1	1	5

Advertising	0	0	1	0	1
Education	0	0	2	0	2
Finance and Banking	0	1	2	0	3
Health	3	0	0	0	3
Hospitality	2	3	2	1	8
ICT	2	1	1	2	6
Insurance	4	0	1	2	7
Manufacturing	0	2	2	5	9
Mining	5	5	6	2	18
Motor Industry	0	0	1	0	1
Pharmaceuticals	0	0	1	0	1
Property	0	1	1	3	5
Retail	4	5	6	12	27
Security	0	0	2	1	3
Telecommunications	0	0	1	0	1
Transportation	1	7	2	0	10
Other	5	2	0	4	11
Total	30	32	32	33	127"

Source: Badubi (2017:31)

Table 3.6 shows that between 2012 and 2016, mergers predominantly occurred in the retail and mining sectors. The transport sector also experienced mergers on a lesser scale. Altogether, 127 mergers occurred between 2012 and 2016, while 32 were experienced annually on average. This demonstrates that there has been regular economic activity surrounding mergers annually between 2012 and 2016, which can be projected to be still occurring. Evidence points to the fact that the main aim of mergers and acquisitions, whether aggressive or friendly, is to foster sustainability of ventures in the given economic position (Slater, 2013:18). The Botswana Competition Authority (BCA) in terms of section 59(1), will consider the following when analysing a proposed Merger:

- Whether it is likely to prevent or substantially lessen competition or to restrict trade or the provision of any service or to endanger the continuity of supplies or services;
- Whether it is likely to result in any enterprise, including an enterprise that is not involved as a party in the proposed merger, acquiring a dominant position in a market.
- Section 59(2) further states that the authority may, in addition, consider any factor that the administration finds bears upon the broader public interest in the proposed merger, including the extent to which—
- The proposed merger would likely benefit the public. It would outweigh any detriment attributable to substantially lessening competition or the acquisition or strengthening of a dominant position in a market.
- Whether the merger may improve or prevent a decline in the production or distribution of goods or the provision of services.
- Whether the merger may promote technical or economic progress about Botswana's development needs.
- Whether the proposed merger would likely affect a particular industrial sector or region.
- Whether the proposed merger would maintain or promote exports or employment.
- Whether the merger may advance citizen empowerment initiatives or enhance the competitiveness of citizen-owned small and medium-sized enterprises or
- Whether the merger may affect the ability of national industries to compete in international markets.

It is essential to realize that when one enterprise is acquired, this could result in numerous individuals exiting and creating businesses or taking up leadership roles in other enterprises, and that is the basis of entrepreneurial talent recycling (Hopkins & Bassett, 2015:6). Such persons with management and entrepreneurial experience who exit an enterprise either via a sale (or other means) or are encouraged to do so, are vital to nurturing a vibrant economy (Hopkins & Bassett, 2015:6). Evidence from previous years concluded that 67% of all new work positions in the United States are a product of acquisitions that among other things provided fresh leadership in the new companies

(Badubi, 2017:31). These two sub-elements of the individual; their motivations and experience, as well as their returns from preceding business ventures, shape the nucleus of this study (Hopkins & Bassett, 2015:6).

Most mergers are harmless to competition, and in many cases, suppliers and consumers tend to benefit from mergers. Still, in some situations that can affect consumers negatively, mergers are anti-competitive, resulting in market structure changes and motivations for enterprises to be competitive(Zhou, 2021).

The following section examined some studies related to this study.

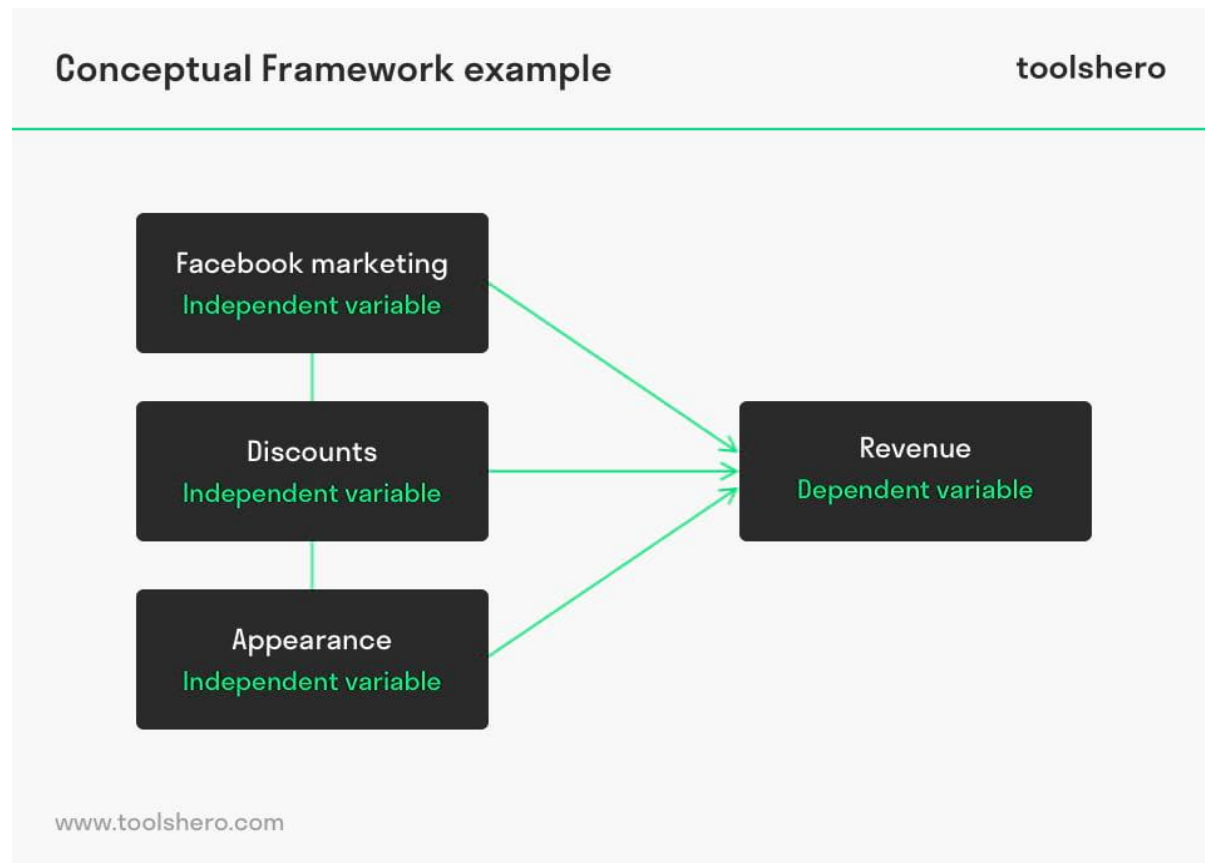
3.12 DEVELOPMENT OF A FRAMEWORK FROM A STUDY (RELATED STUDIES)

The terms entrepreneurial talent and entrepreneurial talent recycling have been discussed in the preceding sections, which also touched on the benefits and challenges of entrepreneurial talent recycling. A geographical gap that necessitated this study was noted in those studies on entrepreneurial talent recycling that are yet to be conducted in developing economies. Yet, several studies have been conducted in developed economies. Conducting a study that will result in forming a framework of entrepreneurial talent recycling that enhances the sustainability of SMMEs was the ultimate focus of this inquiry. In that respect, this part of the study explained the meaning of the term conceptual framework herein called 'framework' and reviewed some related studies, specifically those that had their ultimate focus as the development of a framework. This exposed the researcher to the methodologies and techniques utilized.

A conceptual framework is an outline that assists in explaining the connotation encompassed in your data (Kivunja, 2018:48). Shikalepo (2020:2) confirms this by stating that a conceptual framework is a representation of the central ideas and central concepts and key findings from one's research. This study aimed to create a visual depiction of its significant results.

Shikalepo (2020:3) advises developing a conceptual framework and suggests that after collecting data, for instance, the researcher should pick up key concepts, phrases, or main points, summarise them, and merge them into a consolidated unit that can be understood easily. Shikalepo (2020) further recommends presenting a conceptual framework schematically or narratively to bring out the existing relationships between concepts. The study intended to show the conceptual framework schematically after thematically analysing the data and using a computer-assisted qualitative data analysis (CAQDAS) software called Atlas. ti to help develop the framework. An example of a conceptual framework is shown Figure 3.4:

Figure 3.4: Conceptual framework example



Source: <https://www.google.com/search?sxsrf=ALiCzsaGYQuQpkdJs8f86pEcaNmZ7KXBdw>

The following section examined studies that were similar to this research.

3.12.1 First study

The first study was by Hopkins and Bassett (2015). This study did not develop a framework, but it was the study that stimulated this investigation and was, therefore, very relevant, especially in methodology.

The primary goal of the inquiry was to uncover the degree to which recycling occurs within Scotland and to establish its impact on the economy. Subordinate objectives were:

- What can be learned from recycled entrepreneurs?
- What attracts entrepreneurial talent to a particular path? and
- Whether recycled entrepreneurs' knowledge and experience can be utilized to benefit the economy.

In their methodology, qualitative approaches were adopted as they perceived that the study would yield valuable insights if they accessed rich information from the personal stories of recycled entrepreneurs. Semi-structured interviews were conducted to allow interviewees to express themselves without limitations. Before the interview, individual profiles of the interviewees were obtained from LinkedIn to ensure their relevancy, and prompts could be used accordingly to guide the interviewee to address relevant issues. One challenge was that self-reporting by the interviewee could be skewed in some elements. The interviewee could lack other influences on their career, a refusal to recognize factors that may have been important, gaps in memory recollection, and a desire to sound impressive or provide answers they think the interviewer wanted. However, the positives of narratives far outweighed the potential downsides mitigated by pre and post-interview phases, including the availability of LinkedIn profiles. Interview selection involved the selection of interviewees who had recycled through one business into another. The criteria were to pick someone based in Scotland and owned or worked in a company in Scotland and, secondly, someone who had moved between jobs in different companies started another company or taken another approach as a non-

executive, angel investor or such role. To triangulate findings, those who operated in the entrepreneurial space while working with and advising growth companies were involved.

Using a target population of 624, a sample of 42 was obtained using Scottish Enterprise, a GlobalScot network.

Comparing and contrasting the first study with this study:

Table 3.7 which continues to the next page shows the differences.

Table 3.7: Differences

Aspect	Hopkins and Basset's study	This Study
Topic	The recycling of entrepreneurial talent: a report for Scottish Enterprise	Developing a framework for entrepreneurial talent recycling to ensure the sustainability of SMMEs in Botswana
Main objective	To uncover the extent to which recycling occurs within Scotland and its impact on the economy	To develop a framework for entrepreneurial talent recycling to secure the sustainability of SMMEs
Subordinate objectives	• To establish what can be learned from recycled entrepreneurs, • To determine what attracts entrepreneurial talent to a particular path and • To examine whether recycled entrepreneurs' knowledge and experience can be utilized to benefit the growth of more companies and the broader economy in Scotland	• To explore the occurrence of entrepreneurial talent recycling in Botswana SMMEs. • To explore and establish what can be learned from the experiences of recycled entrepreneurs • To explore and determine what attracts successful entrepreneurs to a particular path or opportunity following exit from a business • To develop a framework for entrepreneurial talent recycling in Botswana • To suggest how the framework on entrepreneurial talent recycling can effectively be implemented for sustainable

		SMMEs.
Sample	The size was determined before the study	Saturation will evaluate the sample
Profile of interviewees	LinkedIn	Local Area Enterprise- Botswana
Ultimate goal	Policy development	Entrepreneurial talent recycling framework development

Table 3.8: Similarities

Aspect	Hopkins and Basset's study	This Study
Approach	Inductive	Inductive
Instrumentation	Interview guide	Interview guide
Source of the target population	Scottish Enterprise	Local Area Enterprise
Interviewees	recycled entrepreneurs	recycled entrepreneurs
Selection of interviewees	Purposive	purposive
selection of interviewees' criteria	Criterion 1: The area of expertise covers attracting investment, business start-ups, and finance. Criterion 2- Experience and circumstances cover business experience within Scotland and relevant, recent, and current experience within Scotland from direct experience or observation.	Criterion 1-Area of Expertise covers attracting investment, business start-ups, and finance. Criterion 2- Experience and circumstances cover business experience within Botswana and relevant, recent, and current experience within Botswana from direct experience or observation.
Triangulation	Scottish Enterprise – entrepreneurship development officers.	Local Area Enterprise- entrepreneurship development officers.

While the topics are similar, this study did not seek to uncover the extent of entrepreneurial talent recycling in Botswana. Still, it aimed to develop a framework for recycling entrepreneurial talent to ensure the sustenance of SMMEs in Botswana, guided by subordinate objectives similar to those of the study under review. Hopkins

and Basset's study was qualitative, and this study was also qualitative. The selection of interviewees was different in that Hopkins and Basset chose a sample of 42 from the target population, and this study purposefully selected the sample. Still, the size was determined by saturation. The availability of LinkedIn profiles was vital to enhancing the interviewing process, as noted in the study by Hopkins and Basset.

There was no harm in suggesting policy development points from the study in addition to developing the framework.

Below is the second study

3.12.2 Second study

The second study was by Bilau *et al.* (2018). The topic of their study was; "*Research methodology for the development of a framework for managing post-disaster housing reconstruction*". The research aimed to develop a framework for effectively managing permanent housing reconstruction programs. Research objectives were:

- to determine the problems preventing post-disaster home building from being managed effectively and assess the impact of disasters on the built environment of affected communities
- to assess the reaction of interested parties to efficient home rebuilding and community rehabilitation following a disaster to identify the measures for effective management of PDHR and
- to create a structure for managing home restoration projects after a disaster.

The research output was purported by the subjects' family life and knowledge, and thus, the interpretivism epistemological philosophy was adopted.

The research philosophy was pragmatism, which involved interpretivism in the main. For clarity's sake, each objective was depicted against the philosophical position taken

using ontological, epistemological, and axiological assumptions. The abductive approach was utilized for the Bilau *et al.* (2018) study.

For strategy, the study employed a multi-strategy design to collect evidence from multiple sources: case study research, evidence-focused review, and an expert survey. Data was collected through semi-structured interviews for case studies, a review of academic databases and grey literature for evidence-focused review, and the Delphi technique for the experts' opinions survey.

Expert panellists in the inquiry were selected by employing purposive –snowball sampling. For the Delphi method, invitation letters were sent to experts, and those who accepted the invitation got involved. Data collection in the first round was by Skype in-depth semi-structured interviews, emails, telephone, and face-to-face.

The interview transcript was designed and pilot-tested, which allowed for a content review of the guide. Hour-long interviews were audio-recorded with the permission of the participants. The second round of data gathering used a structured questionnaire with questions with a 5-point Likert scale linking them with answers from the initial interviews.

The recorded interviews were transcribed, and data was coded using NVivo.

Comparing and contrasting the second study with this study:

Table 3.9 continues on the next page.

Table 3.9: Differences

Aspect	Bilau <i>et al.</i> (2017) study	This study
Topic	<i>“Research methodology for developing a framework for managing post-disaster housing reconstruction.”</i>	Developing a framework for entrepreneurial talent recycling to ensure the sustainability of SMMEs in Botswana

Main objective	<i>"To develop a framework for effective permanent housing reconstruction program management."</i>	To develop a framework for entrepreneurial talent recycling to secure the sustainability of SMMEs
Subsidiary objectives	• <i>"to identify the issues affecting effective management of Post-disaster housing construction"</i> • <i>to assess the impact of disasters on the built environment of affected communities</i> • <i>to evaluate stakeholders' response toward effective post-disaster housing reconstruction and community recovery</i> • <i>to identify the measures for effective management of PDHR and</i> • <i>to develop a framework for effective management of post-disaster housing reconstruction programs".</i>	• To explore the occurrence of entrepreneurial talent recycling in Botswana SMMEs. • To explore and establish what can be learned from the experiences of recycled entrepreneurs • To explore and determine what attracts successful entrepreneurs to a particular path or opportunity following exit from a business • To develop a framework for entrepreneurial talent recycling in Botswana • To suggest how the framework on entrepreneurial talent recycling can effectively be implemented for sustainable SMMEs.
Research Philosophy	Pragmatism is dominated by interpretivism	Interpretivism
Approach	Abductive	Inductive
Strategy	multi-strategy design involving a case study, evidence-focussed review, and expert opinion survey	Narrative inquiry
Target population	Housing Reconstruction and Recovery Program Stakeholders	Recycled entrepreneurs
Data collection methods	For the study-historical case study, literature and semi-structured interviews were explored. For an Evidence-focussed review of evidence from six academic databases and grey literature In Experts' opinion- the Delphi technique utilized	semi-structured interviews

Interviewees	Representatives and Experts from Housing reconstruction and recovery program stakeholders	recycled entrepreneurs
Triangulation	multi-strategy approach	Local Area Enterprise-entrepreneurship development officers

Table 3.10: Similarities

Aspect	Bilau <i>et al.</i> (2017) study	This Study
Ultimate goal	development of <i>a framework for effective management of post-disaster housing reconstruction with particular emphasis on developing countries.</i>	Entrepreneurial talent recycling framework development (<i>with particular emphasis on developing countries</i>)
Determinant of study output	research participants' background and experience	research participants' knowledge and experience
Instrumentation	Interview guide	Interview guide
Selection of interviewees	purposive-snowball sampling	purposive-snowball sampling
Data analysis	Data was coded and thematically analysed <i>with the aid of NVivo 10.</i>	<i>Data was coded and thematically analysed with the aid of NVivo 10.</i>

While the ultimate goal of the two studies was to develop a framework for developing economies, their philosophies, approaches, strategies, and data collection methods differed. The Bilau *et al.* (2018) study utilized pragmatism as the philosophy of choice, and yet it was dominated by interpretivism with very little positivism. Essentially, the methods of data collection were numerous but interpretivist in nature. Bilau *et al.* (2018) had several sources of data collection for triangulation and research robustness. This study collected data from interviews, and triangulation was achieved by asking the same questions to the participants, resulting in the research's robustness. This study found purposive–snowball sampling relevant to the participants' selection.

3.12.3 Third study

The third study was by Abduh *et al.* (2018). Their research topic was “*Framework Development Methodology for Sustainable Procurement of Construction Works in Indonesia*”. The main objective of their study was to come up with and develop a framework for the implementation of sustainable procurement involving projects in the construction industry. The framework comprised critical components that drive sustainable procurement systems and principles.

The methodology was formulated through several stages in generating the framework. Initially, they based the framework on well-established and existing frameworks. They sought prevalent sustainable procurement frameworks in different countries and industries despite the context being different from Indonesia. They did it through a literature survey. Secondly, they selected an original framework that would be a recommendation. That was done by selecting the components of “*sustainable procurement based on Four Frameworks*” they had studied using a literature survey. Data were collected utilizing semi-structured interviews and questionnaires to establish comprehensiveness. The targeted subjects incorporated academia and practitioners involved with construction procurement and sustainability concerns. A Delphi method was employed to merge the opinions of academia and practitioners. Lastly, they formulated the framework itself. The framework was tested for adaptation by using case studies. The study was summarised in Table 3.11.

Table 3.11: The proposed sustainable procurement framework methodology

Stage	Description	Method	Output
Theoretical study	<i>Identify problems and set research goals</i>	<i>Literature Study</i>	<i>Research purposes and questions</i>
Literature Review	<i>Concepts and best practices of sustainable construction procurement in the</i>	<i>Literature Study</i>	<i>Definition, challenges, and opportunities of Sustainable Construction Procurement (SCP)</i>

	<i>UK, European countries, Canada, Malaysia, Ghana</i>		
Identify challenges in the implementation of sustainable procurement	<i>Identify challenges related to the application of sustainable procurement principles to procurement policies and strategies, processes, and organizations</i>	<i>Data were collected through semi-structured interviews. The analysis is descriptive.</i>	<i>Factors influencing the implementation of SCP</i>
Identify critical factors driving the implementation of SCP	<i>Identify key elements needed to achieve sustainable procurement</i>	<i>Three-stage Delphi method and closed questionnaires using the Likert scale.</i>	<i>Important factors needed for SCP implementation</i>
Identify the relationship between factors.	<i>Identify the significance of relationships among factors</i>	<i>Descriptive Analysis</i>	<i>Framework analysis results</i>
Comprehensive Evaluation (Analysis)	<i>Evaluate or analyse comprehensively these factors and the responsibility of actors.</i>	<i>Focus Group Discussion (FGD) with practitioners and experts; Descriptive Analysis</i>	<i>Opinions validate the framework.</i>
Adaptation to Construction (Case Study)	<i>Conduct case studies to test the framework</i>	<i>Case study and interviews</i>	<i>Cases validate the framework.</i>

Source: Abduh *et al.* (2018:9)

Comparing and contrasting the third study with this study: Table 3.12 continues on the next page.

Table 3.12: Differences

Aspect	Abduh <i>et al.</i> (2018) study	This study

Topic	<i>Framework Development Methodology for Sustainable Procurement of Construction Works in Indonesia.f</i>	<i>Developing a framework for entrepreneurial talent recycling to ensure the sustainability of SMMEs in Botswana</i>
Main objective	<i>to discuss a methodology formulation that is designed to develop a framework for implementing sustainable procurement in construction projects</i>	<i>To create a framework for entrepreneurial talent recycling to secure the sustainability of SMMEs</i>
Subsidiary objectives	• <i>Identify challenges in applying sustainable procurement principles to procurement policies, strategies, processes, and organizations.</i> • <i>Identify critical factors needed to achieve sustainable procurement</i> • <i>Identify the significance of relationships among elements.</i> • <i>Evaluate or analyse these factors and the responsibility of actors comprehensively.</i> • <i>Conduct case studies to test the framework.</i>	• <i>To explore the occurrence of entrepreneurial talent recycling in Botswana SMMEs.</i> • <i>To explore and establish what can be learned from the experiences of recycled entrepreneurs</i> • <i>To explore and determine what attracts successful entrepreneurs to a particular path or opportunity following exit from a business</i> • <i>To develop a framework for entrepreneurial talent recycling in Botswana</i> • <i>To suggest how the framework on entrepreneurial talent recycling can effectively be implemented for sustainable SMMEs.</i>
Research Philosophy	<i>not available</i>	<i>Interpretivism</i>
Approach	<i>not available</i>	<i>Inductive</i>
Strategy	<i>multi-strategy design involving a case study and an expert's opinion survey</i>	<i>phenomenology</i>
Target population	<i>practitioners and academia related to construction procurement and sustainability issues</i>	<i>recycled entrepreneurs</i>

Data collection methods	<i>For Case, study-historical case study literature explored the closed questionnaire and semi-structured interviews. In Experts' opinion- the Delphi technique utilized and Focus Group Discussion</i>	<i>semi-structured interviews</i>
Interviewees	<i>practitioners and academia related to construction procurement and sustainability issues</i>	<i>recycled entrepreneurs</i>
Selection of interviewees	<i>not available</i>	<i>purposive</i>
Instrumentation	<i>The questionnaire, Interview guide, focus group discussion questions</i>	<i>Interview guide</i>
Triangulation	<i>multi-strategy approach</i>	<i>Local Area Enterprise-entrepreneurship development officers</i>
Data analysis	<i>descriptive analysis (not clarified)</i>	<i>Data coded and thematically analysed with the aid of NVivo 10."</i>

Table 3.13: Similarities

Aspect	Abduh <i>et al.</i> (2018) study	This Study
Ultimate goal	Development of a framework for (Sustainable Procurement of Construction Works in Indonesia)	Entrepreneurial talent recycling framework development (with particular emphasis on developing countries)
Determinant of study output	research participants' background and experience	research participants' knowledge and experience
Approach	Mainly qualitative	qualitative

The study by Abduh *et al.* (2018) differs from this study in many respects. The main objectives of the studies were similar, but the philosophy adopted by Abduh *et al.* (2018) was not pronounced. The studies were also mainly qualitative despite the different adopted strategies. Abduh *et al.* (2018) adopted a multi-strategy design involving questionnaires, semi-structured interviews, focus groups, and the Delphi technique in

data collection. One important aspect to note from Abduh *et al.* (2018) study was that critical factors for inclusion in the framework development were generated from the literature review and the involvement of the targeted respondents, who included professionals and academics associated with construction purchasing and sustainability issues. This was quite relevant for this inquiry in that information for designing the framework emanated from the academic literature survey and the outcomes of the investigations. In addition, the study by Abduh *et al.* (2018) validated the framework based on opinions and case studies that involved public and private sector owners employing interviews and a focus group discussion. This study found this critical in that there was a need to validate the framework using some participants.

3.13 SUMMARY OF THE CHAPTER

To enhance the comprehension of SMMEs in Botswana, the definition, nature, character, and challenges faced were discussed. The sustainability of SMMES was deliberated on, and this entailed pointing out the goals of the Triple Bottom Line.

The main focus of the study was on entrepreneurial talent recycling, and as such, definitions of entrepreneurial talent and entrepreneurial talent recycling were discussed, and the benefits and challenges of entrepreneurial talent recycling were outlined. The study examined entrepreneurial ecosystems, mergers and acquisitions, and key concepts.

Lastly, the chapter examined three informative articles on how this qualitative study could be conducted to develop a framework. The other research did not focus on creating a framework but was especially significant in guiding research methodology.

The following chapter addressed the research methodology.

CHAPTER FOUR

RESEARCH METHODOLOGY

4.1 INTRODUCTION

The previous chapters focused on reviewing literature related to the study. Concepts such as Entrepreneurship, Entrepreneurial talent recycling, sustenance of SMMEs, and framework development were discussed, given their relevance and importance to this study. Several aspects relevant to this study linked to the identified concepts were also examined in the different sections of the reviewed literature. The problem of this study was: 'What framework can be developed from entrepreneurial talent recycling that will ensure the sustainability of SMMEs in Botswana?'

The processes or actions that must be taken to do research successfully make research methodology (Pandey & Pandey, 2021:13). The strategy or plan of action that guides the selection and application of a particular method is known as a methodology (Scotland, 2012:9). Therefore, research methodology covers all aspects of how the study was carried out, from the underlying assumptions to the methods for gathering and analysing the data. In the process, the researcher outlined the steps he adopted to resolve the problem that necessitated the study, including all the techniques and methods used to conduct the research. The methodology also discussed how ethical considerations were considered. To clarify the structure of executing the study, the research onion 'metaphor' by Saunders was the cornerstone (Saunders *et al.*, 2012:128).

The research philosophy and associated elements of the study methodology, research design and strategy, sampling, data collecting, and analysis procedures were thus covered in this chapter. At a pertinent point, why this qualitative investigation is credible was demonstrated.

It was noted that the methodology is easily outlined when the philosophical assumptions that are the basis of such research are pointed out (Abubakar *et al.*, 2016:404). The philosophical foundations of the researcher were covered in the next section.

4.2. THE PHILOSOPHICAL UNDERPINNINGS

Our decisions about what is critical are affected by our own beliefs and assumptions (Saunders *et al.*, 2019:129). As our thoughts and assumptions impact our decision-making process, they also have a vital effect on the management and business study proposed and the methodology and methods we select (Saunders *et al.*, 2019:129). Subsequently, the investigator's perspectives were either impliedly or unequivocally affected by the study questions, the type of data to be collected, the techniques to be employed, and the procedure to embrace in conducting the study (Burrell & Morgan, 2005:2).

All social scientists begin their study through express or implied presumptions concerning the essence of the world and how it can be interrogated (Burrell & Morgan, 2005:1). One will make numerous kinds of premises intentionally or unintentionally, at all phases of the study (Burrell & Morgan, 2016:10). These include assumptions on the truths you meet in the study which are ontological, human knowledge assumptions which are epistemological, and axiological beliefs related to the degree and manner your values impact the research procedure (Saunders *et al.*, 2019:130). Each of the assumptions was explained, and how they related to the study was shown.

4.2.1. Ontological assumptions

Ontological problems concern philosophical considerations of the reality of existence and the essence of being (Somekh & Lewin, 2011:326). In this regard, Burrell and Morgan (2005:1) state that ontological speculations are the essence of the situation under inquiry, which is the essence of reality. Hence, the fundamental ontological issue a researcher is confronted with is whether the 'reality' to be studied is outside the person or exists in the person's sub-consciousness (Abubakar *et al.*, 2016:31). The concept of reality is a term we identify with our collection of implied assumptions on what is. We carry these realities to provide meaning for our interchanges (Abubakar *et al.*, 2016:31).

Hence, our truths are denoted by the distortion of interchanges in the different facets of one's life (Abubakar *et al.*, 2016:31). These interchanges mould how the investigator views and examines the study subjects (Saunders *et al.*, 2019:133). One's ontological position determines one's perception of the business and management world and, therefore, the study area selection (Saunders *et al.*, 2019:133).

This study's primary concern was broadly in entrepreneurship but, more specifically, on recycling entrepreneurial talent and the sustenance of SMMEs. The researcher's ontological assumptions focused on developing an entrepreneurial talent recycling framework for use in the sustenance of SMMEs, as entrepreneurship has long been the stimulant of financial development and change (Alsaaty *et al.*, 2014:1). The need to sustain enterprises was paramount to the researcher, and that was to be achieved through entrepreneurial talent recycling. Entrepreneurial talent recycling is critical in ensuring that the economy functions effectively and continues to expand (Hopkins & Bassett, 2015:5).

4.2.2. Epistemological assumptions

Epistemology alludes to assumptions on understanding what comprises tolerable, logical, and permitted knowledge. How the information can be transferred to others (Burrell & Morgan, 2016:1). Epistemology is about the study of knowledge and what we allow as being acceptable knowledge (Collis & Hussey, 2003:48). In confirmation of this assertion, Bryman and Bell (2007) posit that an epistemological assumption refers to the soundness of information and what comprises permissible education in a relevant field.

Burrell and Morgan (2005:2) put forward that an investigator must answer the question from the positivist perspective on whether knowledge is acquired or the anti-positivist perspective on whether knowledge is a function of experience. For the anti-positivist, the public world is relativistic. It can be comprehended only from the perception of the people individually engaged in the enterprises that are to be examined. At the same

time, positivists identify with epistemologies that pursue explain and foretell what occurs in social life by exploring volatility and causal associations amidst its components (Burrell & Morgan, 2016:5). As such, the interdisciplinary circumstances of enterprise and supervision mean that various kinds of knowledge – starting from quantitative data to qualitative data, from truth to perceptions, as well as descriptions and stories – could be taken to be acceptable (Saunders *et al.*, 2019:133). The investigator was of the anti-positivist epistemological standpoint whereby reality was only conceived from the perspective of the people directly participating in the activities under study, where legitimate knowledge outcomes consisted of textual, visual, narratives, and story types of data. In this case, the researcher was more focused on gathering rich perspectives into personal meanings than offering law-like generalizations; because of that, he followed the interpretivism philosophy.

4.2.3. Axiological assumptions

Axiology is about the duty of norms and ethics (Saunders *et al.*, 2019:133). These axiological presumptions relate to a researcher's ethics and values. They are applied to the research processes while considering how the researcher combines these presumptions into the study to produce credible results (Muhaise *et al.*, 2020:201). The researcher's philosophy expresses his values, as does the selection of data collection techniques (Saunders *et al.*, 2019:133). Further, a study placing significance on data gathered through face-to-face interviews or ethnography as an inquiry game plan implies that the investigator values data collected through discussions with research members more highly than opinions obtained through an unspecified questionnaire (Saunders *et al.*, 2019:133). Table 4.1 displays the axiology of principal research philosophies and outlines applicable data collection methods.

Table 4.1: The axiology of major research philosophies

Philosophy	Axiology	Popular Data Collection Techniques
Positivism	<i>"Research is undertaken</i>	<i>Highly structured, large</i>

	<i>value-free; the researcher is independent of the data and maintains an objective stance.</i>	<i>samples, measurement, quantitative can also use qualitative.</i>
Critical Realism	<i>Research is value-laden; the researcher is biased by world views, cultural experiences, and upbringings. These affect research findings.</i>	<i>Quantitative or qualitative, the methods must be appropriate for the topic.</i>
Interpretivism	<i>Research is value-bound; the researcher is part of what is being researched, cannot be separated, and will be subjective.</i>	<i>Small samples, in-depth investigations, qualitative.</i>
Pragmatism	<i>Values play a significant role in interpreting results; the researcher adopts both objective and subjective points of view.</i>	<i>Mixed or multiple method designs, quantitative and qualitative”.</i>

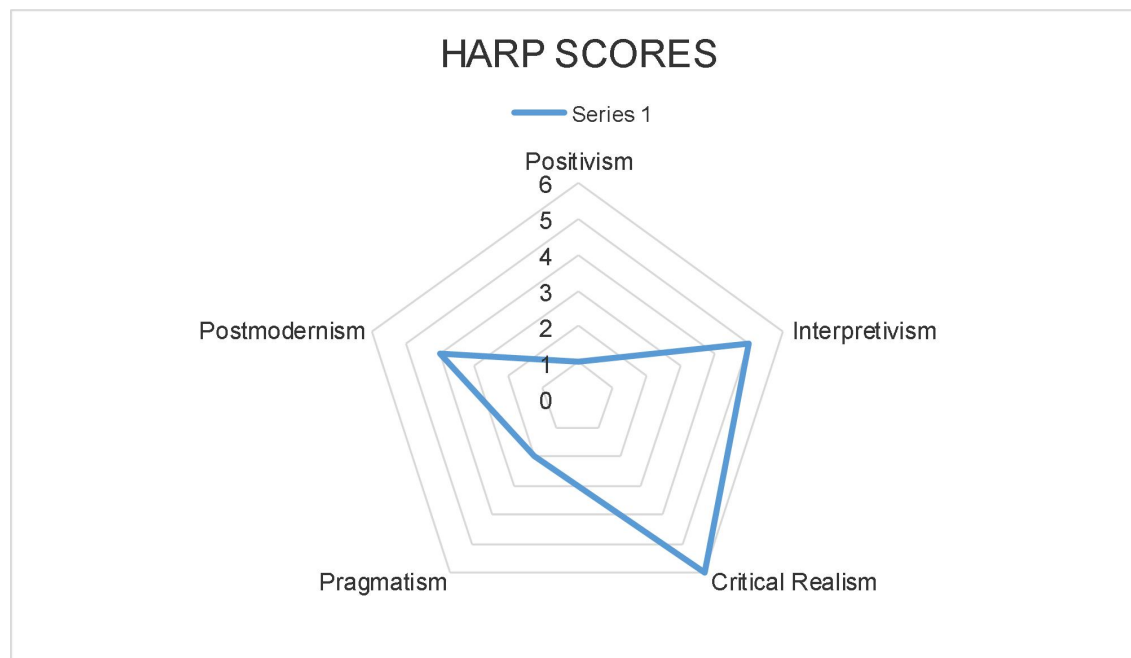
Source: Saunders *et al.* (2009)

The significant philosophies noted above were discussed in the ensuing section, but Table 4.1 showed each axiology. A positivist philosophy is applied when the study is value-free and the researcher maintains objectivity while being separated from the findings. With the Realism philosophy, the study is mainly value-laden as it is subjected to biased world views, upbringings, and cultural experiences. They significantly influence the study outcomes. When the study is value-bound, the investigator is involved in the investigation and cannot be isolated from it, and then the research is subjective. In such a case, the interpretivism philosophy will be in action. Finally, when numbers play a significant part in interpreting outcomes, the investigator has employed objective and personal perspectives, then the philosophy of choice is pragmatism. Each axiological position has corresponding techniques of data gathering, as reflected in **Table 4.1**

Heron (1996:126) argues that a researcher should be able to show their axiological skill by pronouncing their values as a foundation for decision-making about what study they are conducting and how they are going about it.

The researcher used a reflexive tool called HARP (Heightening your Awareness of your Research Philosophy), which Bristow and Saunders designed to investigate a research philosophy (Saunders *et al.*, 2019:161). **Figure 4.1** shows the scores after taking the HARP test.

Figure 4.1: Radar graph of HARP scores



Sou

rce: Adopted from Saunders *et al.* (2019:168)

Figure 4.1 shows that the researcher lacks a straightforward philosophical orientation, as high values were recorded for critical realism and interpretivism. However, the researcher places tremendous significance on data assembled through face-to-face interviews or ethnography, and that implies the researcher treasured data gathered using researcher discussions with the subjects greatly more than findings obtained from answers to questions from a questionnaire (Saunders *et al.*, 2019:133). Moreover, the researcher felt that he now recognized that his research outline and data gathering and analysis techniques should correspond with his research paradigm and that his methods should reflect his research philosophy (Saunders *et al.*, 2019:169). Thus, it is

not possible to disentangle the technique from the theory and other elements of preunderstanding, as assumptions and notions in some way are linked to the interpretations and representations of the subject of investigation (Alvesson & Sköldbberg, 2017:13). There are always implicit philosophical ideas and arguments in the design, methods, results, and discussion sections (Bhattarai, 2020:162). The capability to defend the adoption or rejection of a particular philosophy must form the foundation of academic research (Ryan, 2018:1).

A researcher can begin by doing two things to begin making a more engaged and informed philosophical decision:

- Start challenging your own research beliefs and presumptions.
- Get acquainted with the leading research philosophies in business and management (Saunders *et al.*, 2019:131).

The first bullet was discussed above, and the second was dealt with in the coming deliberation.

To discuss the different philosophies utilized in business research and thus the research procedure, the researcher employed the use of one of the available frameworks known as the “research onion” that was introduced by Saunders *et al.* (2007) (Melnikovas, 2018:30). Muranganwa (2016:5) recognized that the research onion metaphor has aspects that create a sound foundation for the formation of a logical and legitimate research blueprint. In confirmation, Raithatha (2017:70) declares that the research onion gives a somewhat complete explanation of the significant layers or phases that are to be realized to design an accurate methodology. This model makes it possible for a researcher to scrutinize a research question and create a research methodology using a step-by-step technique (Raithatha, 2017:70). Until the researcher reaches the centre of the onion, that is data gathering and analysis, he has to peel off numerous layers first (Mayer, 2015:53). He has to start from the outer layer. He advances step by step until

he gets to the central layer. This implies that one cannot talk about the approach before the philosophy.

4.3 RESEARCH PROCESS

The research onion (**Fig.1.2, p. 17**) is composed of the following layers:

- *“Philosophy*
- *Approach to theory development*
- *Methodological choice*
- *Strategy (ies)*
- *Time horizon*
- *Techniques and procedures.”*

Research philosophy will be dealt with first.

4.3.1 Research philosophy

The onion's outermost layer represents the research philosophy. It is regarded as best practice to explicitly state the epistemological or philosophical foundation for our knowledge claims while conducting any research effort; this is known as the research paradigm or philosophy (O'Gorman *et al.*, 2014:59). According to Kivunja and Kuyini (2017:26), research philosophy is the abstract prism through which the researcher critically evaluates the methodological specifics of their study and makes decisions on the research methodologies, data collecting, and analysis. Research is, therefore, not 'neutral' but mirrors the scope of the researcher's abilities, interests, aims, values, assumptions, and ambitions (Naville, 2007:4) as embodied in the philosophy. Through the philosophy, the researcher clarifies and defends the methodological choice, research strategy, and data collection and analysis procedures (Saunders *et al.*, 2019:131).

There are generally five main philosophies in management and business studies, according to Saunders *et al.* (2019:144), and these are positivism, critical realism, interpretivism, postmodernism, and pragmatism. Positivism is a philosophy involving methodologies and methods of gathering and scrutinizing data that are grounded in evidence and statistics (Pham, 2018:3). In this respect, comprehending phenomena is, in reality, based on the measurement and propped up by evidence (Hammersley, 2013:22-23). Positivism is on theory testing and making available material to advance propositions (Bryman *et al.*, 2017:12).

Critical realism research methods are concerned with understanding rather than merely explaining social reality (O'Mahoney, 2016:1). Critical realism posits that the outcome of unobservable structures is observable events. The social world is understandable only if people comprehend the systems that eventuate events (Bal, 2016:1). However, little guidance is available on methods relevant to critical realism studies (Fletcher, 2017:181).

The interpretivist or constructivist paradigm concerns grasping the subjective meanings of social action (Bryman *et al.*, 2017:14). It is qualitative and inductive. The on-acceptance of the principles fundamental to modernism is a critical component in the diverse phenomenon in art, as in architecture, called postmodernism (Farhangpour & Abdolsalami, 2016:3). Postmodernism is relevant to the artistic and social sciences. It is an amalgamation of intellectual perceptions that collectively provide a challenging critique of the basic principles on which modernism is established. It is an extended-term that encompasses several approaches, that are based on uncertainty, regression, indeterminacy, and disorder rather than progress (INTgrty, 2016:1). Kaushik and Walsh (2019:2) state that the pragmatism philosophy embodies a multitude of methods when conducting research. This implies several types of research in one study.

This study was centred on **interpretivism or constructivism philosophy**.

4.3.1.1 Interpretivism: Researcher's philosophy of choice

This inquiry aimed to formulate a framework for entrepreneurial talent recycling to ensure the sustainability of SMMEs in Botswana. As noted under section 4.1(p. 146), the researcher valued collecting data using personal interaction with the participants. As such, the researcher found interpretivism the most appropriate philosophy to use in this study as it made it possible for successful entrepreneurs to explain and describe their experiences in entrepreneurship. According to Scotland (2012:11), the interpretivism philosophy meaning is not found; instead, it is created via consciousness's interaction with the outside world. Interpretivism inquiry aims to generate up-to-date, richer understandings and explanations of the social environment and circumstances (Saunders *et al.*, 2019:147).

Schwartz-Shea and Yanow (2013:10-11) maintain that meaning-making in interpretivism is central to the scientific undertaking whose main objective is comprehending how certain people in specific times and locales explain their worlds. Rae (2000:147) also endorses this approach, seeing the worth in life stories and narrative-based research as a way to make sense of entrepreneurship. It is a vital objective of the study that the subjects should be in a position to outline the lived experiences narrative in their terms to enable any present or subsequent policy mechanisms to utilize the qualities of recycled individuals consequent to being informed by unrestrained first-hand discernments (Hopkins & Bassett, 2015:13). Additionally and more importantly, Rae (2000:148) notes that with quantitative research 'the voice of the entrepreneur appears to be detached from the academic inquiry by getting astray in the statistical samples. Some researchers argue that interpretivism is more relevant to business and management inquiry, especially in marketing and human capital supervision (Saunders *et al.*, 2019:149). For business and management investigators, this denotes focusing on organizations concerning the different groups of people who are participants in them (Saunders *et al.*, 2019:149) and, in the case of this study, the successful entrepreneurs.

Typically, interpretivism permits investigators to perceive the world through the judgment and skills of the actors (Thanh & Thanh, 2015:24). This is achieved through the participant providing free and personal in-depth responses to open-ended questions asked by the researcher. This is contrary to quantitative studies whereby the respondent provides forced-choice answers. Interpretivist research is holistic and portrays a well-rounded outlook of the individual. Although not the focus of this study, it also provides a platform for generating a theory through induction (Bryman *et al.*, 2017:27). Interpretivism permits events and the social world to be seen through the perspectives of the actors being studied by inquiring beneath the surface appearances. The philosophy allows the researcher to employ a slackly structured and flexible approach involving less preestablished analytical frameworks, thereby genuinely divulging the world of the investigated people (Bryman *et al.*, 2017:46).

However, interpretivism is criticized for having a weakness in verifying validity (Pham, 2018:4). Notwithstanding, the investigator's competence to interrogate the question and synchronize the outcomes with the truth as created by the investigator and the study subjects will validate the findings (Kivunja & Kuyini, 2017:53). Rehman and Alharthi (2016:53) debate that interpretivism does not agree with the belief that a single, verifiable reality exists that is detached from the researcher's reasoning and instead advocates for socially constructed multiple realities.

As already discussed in section 4.2 (p. 146), the research philosophy includes crucial presumptions on how the investigator perceives or visualizes the social environment (Bahari, 2010:18). Taking into consideration its focus on meaning-making, richness, multiple interpretations, and complexity, interpretivism is undoubtedly subjective (Saunders *et al.*, 2019:147). To that end, the interpretivism philosophy adopted by the researcher has a subjectivist epistemology, relativist ontology, a naturalist methodology, and balanced axiology (Kivunja & Kuyini, 2017:33).

The presumption of a subjectivist epistemology implies that the researcher interacts with participants during data collection which he generates meaning by way of thinking and

cognitive processing (Kivunja & Kuyini, 2017:33). Subjectivism presupposes that knowledge is generally obtained from the optics of language, gender, ethnicity, race, and social class (Denzin & Lincoln, 2008:21). Without rejecting the existence of exterior reality, a subjective epistemology recognizes that knowledge is full of values (Levers, 2013). To that end, an independent and all-inclusive understanding of an external reality is not imaginable beyond individual interpretations and reflections (Levers, 2013). As such, the observer impacts observations, and the observer is affected by the observed (Levers, 2013:3). Therefore, with subjectivism, social reality is generated from the insight and subsequent actions of the social participants (Saunders *et al.*, 2019:135).

The assumption of relativist ontology implies your knowledge of multiple realities of the situation under study and that meaning can be created of them or recreated by people interchanges involving the investigator and research participants after researching those realities (Chalmers *et al.*, 2009:354).

When the investigator assumes a naturalist methodology, data gathering is by empirical observation, which can involve discourses, text messages, interviews, and reflective sessions ((Levin, 2013:4118). Balanced axiology presents a balanced report of the findings which incorporates the values of the researcher (Kivunja & Kuyini, 2017:33). During the study, it is incumbent upon the researcher to demonstrate the best ethical behaviour that reflects an understanding of right or wrong conduct and which accords dignity to the research subjects and permits them to make respected choices about their participation in the study (Kivunja & Kuyini, 2017:28). The Ethical and Confidentiality issues section will clarify the axiological assumption further.

Table 4.2: Summary of assumptions on Interpretivism

Assumption	Subjectivist epistemology	Relativist ontology	Naturalist methodology	Balanced axiology
Characteristics	a) making meaning of the social world through inevitable	a) realities are multiple and socially constructed b) The social	a) data is gathered through interviews, discourses,	a) The research report reflects the values of the researcher and is balanced

	interactions between the researcher and subjects b) context is necessary for knowledge and knowing	world needs to be understood from the contributions of more than one individual	text messages, and reflective sessions	

Source: Adapted from (Kivunja & Kuyini, 2017:34)

In the next section, the second layer is discussed.

4.3.2 Research approach

This second layer of the onion dealt with the approach. Different paradigms have different ontological and epistemological philosophies by nature; as a result, they have other presumptions about reality and knowledge that support their specific research methodology (Scotland, 2012:9). The Research approach is thus based on the essence of the research problem and how data is to be assembled and examined. (Grover, 2015:1) summarises the research approach as comprising three elements: philosophical worldview, methodological choice or research design, and research methods. When a particular research approach is chosen, a corresponding research design and procedures should also be selected (Grover, 2015:1). In this section, each process will be explained briefly, and a more elaborate discussion will be given on the researcher's approach of choice. The philosophical worldview, methodological choice, and research methods will be highlighted but not discussed in-depth, as that was done more appropriately under the relevant sections.

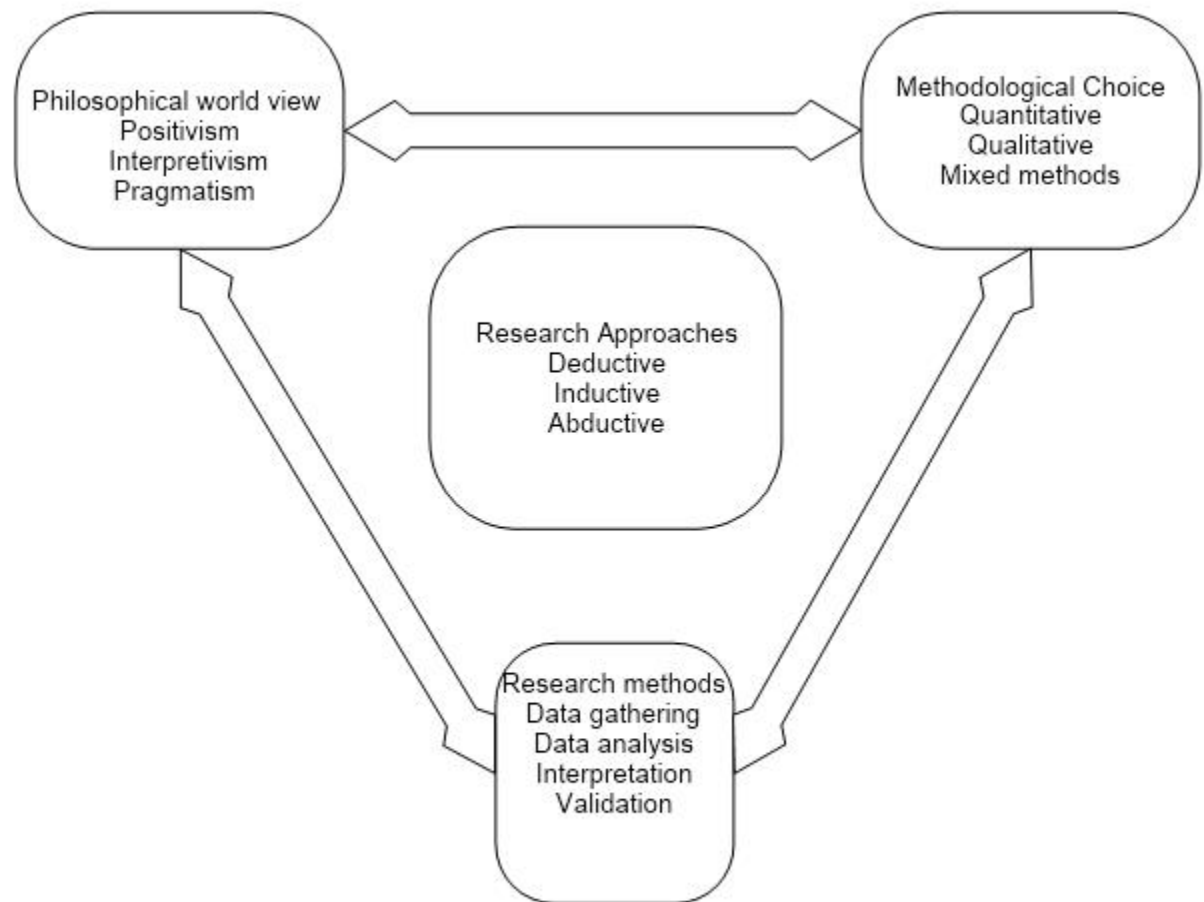
The onion provides three approach choices: abduction, deduction, or induction. The inductive approach comprises a philosophical worldview of interpretivism, the qualitative methodological choice (explained in section 4.2.3, p. 148), and observational research techniques that aim to uncover trends before developing theories (Khaldi, 2017:17).

The positivist philosophy is hosted in the deductive approach, which argues ontologically that facts are valid if they can be proven or refuted (Ryan, 2018:5). The research methods begin with a theory that is treated to a severe test through several prepositions (Saunders *et al.*, 2019:153). The deductive approach follows a theory, hypothesis, test, and confirmation or repudiation. This is usually identified as the top-down approach. Quantitative data is primarily collected, and this can be alternatively called numerical data (Moore, 2016:3).

Abduction is about pragmatism as the philosophical worldview, and this embodies multiple or mixed methods for conducting the study (Kaushik & Walsh, 2019:2). A methodological choice in the abduction realm mixes both deduction and induction approaches, that is, it fluctuates from data to theory (induction) and from theory to data (deduction) (Saunders *et al.*, 2019:155). The approach employs induction and deduction methods simultaneously or progressively (Venkatesh *et al.*, 2013:1).

Diagrammatically, the interconnection of research approaches, world views, methodological choices, and research methods is shown in Figure 4.2.

Figure 4.2: Research Approaches- Interconnection of Worldviews, Methodological Choice, and Research Methods



Source: Grover (2015:2)

Figure 4.2 shows that when a research approach is selected, there is a corresponding philosophy, methodological choice, and research methods. The research approach for this inquiry is induction. In section 4.3.1 (p. 152), the philosophy was dealt with, and the methodological choice and research methods are still to be discussed. The study dealt next with the approach of choice in more detail.

4.3.2.1 Induction: The approach of choice

When the Inductive approach is employed, the researcher starts by collecting data from participants and processing this data to generate themes, which are then refined into broad patterns, theories, or generalizations. The existing literature related to the topic or personal experiences is finally compared with the general patterns, theories, or generalizations (Bahari, 2010:20). This is corroborated by de Vos *et al.* (2019:49), who outline induction steps as beginning with the observation of practically what is occurring in the empirical world which the researcher reflects on while thinking increasingly in more abstract ways, progressing into theoretical concepts and propositions. The researcher chose induction due to the reasons discussed below.

Firstly, observation as the initial stage is crucial in this inquiry as Hopkins and Bassett (2015:5) have argued that researchers scrutinizing entrepreneurial success through talent recycling, an area with scant information, need to make observations of the empirical world, ponder on what is taking place and progress towards theory development. However, in this inquiry, the development of a framework is the ultimate *goal*.

Secondly, because of its relationship with the humanities and its focus on the importance of subjective interpretations, the inductive approach, as previously noted, generally informs the interpretivism philosophy (Saunders *et al.*, 2019:155). The interpretivist worldview is the researcher's philosophy of choice.

The third and final reason is proffered by Lodico *et al.* (2010:10), who espouse that inductive reasoning is generally acknowledged as the "bottom-up" approach to understanding. Thus, the researcher uses observations to paint a picture or develop an abstraction of the phenomenon under study. With induction, one starts from a position of unknowing and is called upon to observe. He ends up knowing. The process begins with a topic and moves on to research objectives, to searching for a pattern from observations, and eventually to developing the theory, but in this case, a framework for the sustenance of SMMEs in Botswana.

The following section discusses the methodological choice.

4.3.3 Research methodological approach

The researcher has outlined how he perceives the world (ontology) and what he envisions can be understood about it (epistemology). The question that remains to be answered is how the investigations can be carried out, as well as the question of methodology (Mayer, 2015:55). Research methodology constitutes several aspects. Research methods are an element of the research methodology (Kothari, 2004:8). Therefore, it is significant for the investigator to ponder the logic behind each study's methodological approach.

The research onion shows the methodological approaches as generally qualitative, quantitative, and mixed. Niglas (2004:7) methodically analysed 48 research papers. They discovered that considering the complexity and nature of the problem, the research design can either be quantitative or qualitative or a merging of both. As such, Bryman and Bell (2011:26) find it necessary to differentiate the research designs. The researcher then distinguished the three methodological approaches in the research onion metaphor.

In the quantitative methodological research approach, the term 'quantity' indicates counting and measuring and implies a focus on quantification in data gathering and analysis (Mayer, 2015:56). Quantitative research is grounded in the natural sciences, which assert that reality's knowledge can only be obtained through the eyes of the researcher (Jonker & Pennink, 2010:66). Apuke (2017:40) also stresses that quantifying and analysing variables to get results utilizing numerical data and specific statistical methods is what is involved in the quantitative approach. It is based on positivist assumptions and views social reality as an external objective reality (Bryman & Bell, 2011:27).

Quantitative research operates with closed-ended questions derived from existing theories, and proofs are deductive and done empirically (Mayer, 2015:56). Quantitative research approaches have been criticized for several shortcomings. The first limitation is that of viewing figures only as objective facts (Mayer, 2015:56). The second is that it incorrectly assumes that theory accurately depicts the problem's reality (Mayer, 2015:56). Lastly, the generated data is incapable of speaking for itself; someone should give it meaning through interpretation (Jonker & Pennink, 2010:74). Before discussing the qualitative methodological choice in detail as the methodological approach of choice, the inquiry explained the mixed methods methodological approach.

The mixed-methods approach is the type of research in which a researcher or team of researchers merges elements of quantitative and qualitative research methods for the main objective of breadth and depth to facilitate corroboration and comprehension (Johnson *et al.*, 2007:123). The mixture of quantitative and qualitative methods (method eclecticism) is often proposed because this promises to cancel out the respective shortcomings of either approach (Hammersley, 2002:167). An investigator

“employing methodological eclecticism is a connoisseur of methods who knowledgeably and frequently intuitively chooses the best techniques available to answer research questions that often develop during the research investigation”
(Teddle & Tashakkori, 2011:286).

Regardless of the strengths of this approach, it would be self-destructive for the researcher to have adopted this methodological approach, which embraced aspects contrary to his philosophical underpinnings discussed in section 4.2 (p. 146). An alteration

“paradigmatic postures involve a personal odyssey; that is, each of us has a personal history with a preferred paradigm, and this needs to be respected”
(Denzin, 2008:322).

The discussion then shifted to the methodological approach of choice – The qualitative methodological approach.

4.3.3.1 Qualitative methodological approach

The emergence of social sciences in the 20th century led to the establishment of qualitative inquiry to understand how people see their social world (Saunders *et al.*, 2009:126). Lincoln and Denzin (2000:4-5) define qualitative research as a situated action that helps viewers find their place in the universe. It comprises a variety of material and interpretative processes that make the world visible. Through field notes, interviews, discussions, photos, recordings, and memos to oneself, they transform the world into a series of representations. Accordingly, qualitative researchers investigate phenomena in their natural environments to explain or interpret occurrences in terms of the meanings that individuals assign to them.

The qualitative methodological approach puts the researcher in the phenomenon to be observed, and the researcher portrays the observed phenomenon in conversations, field notes, interviews, memos, recordings, and photographs. Further, the researcher interprets the phenomenon given the meaning of people present during the study. Quantitative research methods emphasize measuring in data gathering and analysis, whilst qualitative inquiry uses text information (Mayer, 2015:57). The qualitative approach is about collecting data that is non-numerical, that is, in the form of texts, pictures, and videos (Apuke, 2017:46). Additionally, such data incorporate textual responses to a questionnaire and a tape-recorded interview (Moore, 2016:3). The data is analysed inductively progressing from particulars to general themes (Gibbs, 2018:189).

The qualitative methodological approach encompasses a perspective of social truth as a dynamic emergent assertion of peoples' creation (Bryman & Bell, 2011:27). Qualitative inquiry is mainly about the context of specific situations (Saunders *et al.*, 2009:126).

Important additional characteristics of the qualitative approach are:

- Open-ended questions are used in qualitative research, which may cause an inquiry's focus to change.
- The method's flexibility is an important feature that enables the researcher to modify his inquiry. The actual shaping of the study issue is found to be dependent on an inductive practical cycle.
- Induction is interested in formulating theory from data, meaning that theory comes after data, unlike the other way around in a deductive approach.
- Unlike the deductive technique, it can require a few participants (Saunders *et al.*, 2009:78).

However, Mayer (2015:57) argues that there are also disadvantages to using qualitative research. Firstly, he asserts that the elasticity in open-ended questions also results in a particular extent of unpredictability and provides qualitative inquiry with a flexible character. Moreover, the study is affected by the investigator's rationality, as he is personally involved; realities and explanations may be a challenge to distinguish. Lastly, it may be complex to analyse the outcomes by using classical methodological criteria (Jonker & Pennink, 2010:89).

Tesch (2013:58) listed more than 40 distinct methods for doing qualitative research. Tesch (2013:17-25) states that depending on the researcher's interests, the various techniques may be divided into three broad categories:

Table 4.3: Categories of qualitative methods

Category	Explanation
Language-oriented	Focus on how language works and how people communicate with one another.
Descriptive/interpretive	identify patterns by providing in-depth analyses of social phenomena.

	.
Theory-building	seeks to connect various social processes

The researcher recognized that his study was consistent with the theory-building method as he worked to create a framework for the sustainability of SMMEs via entrepreneurial talent recycling. The research design determines the methodological choice (Saunders *et al.*, 2019:155). The study is discussed next in the research design subsection.

4.3.4 Study design

According to Marczyk *et al.* (2010:22), the strategy employed to investigate the research question is referred to as the research design. In agreement, Bryman *et al.* (2017:100) pointed out that the outline of the collection and analysis of data is a study design.

There are numerous categories of research designs, which are experimental, exploratory, descriptive, and explanatory (Akhtar, 2016:73).

The primary goal of the experimental research design is to provide studies with a high level of causal (or internal) validity (Mitchell, 2015). Exploratory research is the process of learning something novel and fascinating as you progress through a subject (Swedberg, 2020:17). Studies that describe people, things, or situations as they occur in the natural world are known as descriptive studies (Siedlecki, 2020:8). The primary focus of the explanatory design is on the "why" or reasons of a particular phenomenon (Akhtar, 2016:77). This study was not about causal validity, discovering something new and exciting only, describing an event or individuals, or causal factors. The study necessitated a more naturalistic, less theoretical design, allowing for flexibility in adhering to a theory or framework when conducting and carrying out research, which involved conducting individual interviews, using deliberate sampling strategies, and analysing data thematically (Kim *et al.*, 2017:2).

Nassaji (2015:129) states that realistic data is essentially the focus of descriptive research designs that investigate a phenomenon in its unaltered nature, devoid of any variable manipulation or intervention. The description in qualitative descriptive studies entails presenting the facts of the case in everyday language. In contrast, phenomenological, theoretical, ethnographic, or narrative descriptions re-present events in other terms (Sandelowski, 2000:336). According to Bradshaw *et al.* (2017:2), the philosophical underpinnings of the qualitative descriptive study are that it is inductive, subjective allows the understanding and description of the phenomenon, the researcher is active in the research process, takes an emic stance and is conducted in a natural setting. These characteristics match those identified in the preceding paragraph, so this study's qualitative descriptive design was the design of choice.

Researchers are confident when they refer to their study design as a qualitative description, and using that term does not preclude the exercise of cognition, analysis practice, reflection, and interpretation. (Bradshaw *et al.*, 2017:6).

The next layer of the onion was the research strategy.

4.3.5 Study strategy

A research strategy is a blueprint or method for conducting information-gathering and evaluation activities (Malhotra, 2017:172). It is a subset of research design, includes data collection and interpretation elements, and emerges from the research purpose and question (Malhotra, 2017:172). The strategy must be selected in a way that suits its purpose (Hanafizadeh & Shafia, 2021:58). Action research, case study research, ethnography, grounded theory, and narrative research are some of the critical research methodologies that are associated with qualitative research (Saunders *et al.*, 2012:163-164). Action research was irrelevant because it combined the researcher and a client working together in a mutually accepted ethical framework with the sole intention of applying social scientific information rather than expanding the corpus of knowledge

(Malhotra, 2017:178). Since this was not a case study, the case study research strategy was not relevant. Ethnography is a method of characterizing cultures or peoples that involves participant observation over a considerable period or, more broadly, personal participation (Hammersley, 2018:4) and is thus irrelevant. Grounded theory is distinguished by theoretical sampling (Davoudi *et al.*, 2017:1). By employing theoretical sampling; the researcher demonstrates responsiveness to the data and flexibility to investigate the breadth of the concepts drawn from the data before deciding what ideas to seek next (Ligita *et al.*, 2020:2). This implies that the decision to include more participants will depend on what the results indicate needs more research. Purposive, convenient, and snowball sampling methods were used in this study, so the grounded theory was not the favoured method.

A method that allowed recycled entrepreneurs to describe their experiences and viewpoints was necessary for this study.

The goal of narrative research is to uncover significant tales of people's lives as they are expressed in their own words and worlds (Ntinda, 2020:1). It's crucial to describe specific events from one's life in narrative form (including where, when, who was involved, and what happened as a result) to grasp the subject's subjective reactions to those events rather than to show their objective facts (Carless & Douglas, 2017:1). With due regard the study's primary goals were to gather information through semi-structured interviews with recycled entrepreneurs about their backgrounds, networks, aptitudes, and knowledge. Narrative Inquiry was the research strategy of this study.

The following section was on time horizons.

4.3.5 TIME HORIZONS

Cross-sectional and longitudinal time horizons are present in the layer of time horizons, as shown in the onion.

In longitudinal studies, specific individuals are followed for extended periods—often years or decades—using continuous or repeated assessments (Caruana *et al.*, 2015:537). That implies that the study will be protracted over a very long period. Gathering pertinent information (data) at a particular moment in time distinguishes cross-sectional studies from other types of research. Since all data are obtained and generally pertain to the time at or around the time of the data collection, there is no time dimension involved in cross-sectional research (Kesmodel, 2018:388). This study was cross-sectional, and in-depth interviewing of recycled entrepreneurs was conducted between 17 October 2022 and 29 January 2023.

4.3.6 DATA COLLECTION AND DATA ANALYSIS- METHODS OF RESEARCH

The third and last part of the onion metaphor was covered in this section. The collection and analysis of data was the section's primary focus. However, as they are necessary for collecting data and analysis, the target population and sample were looked at first.

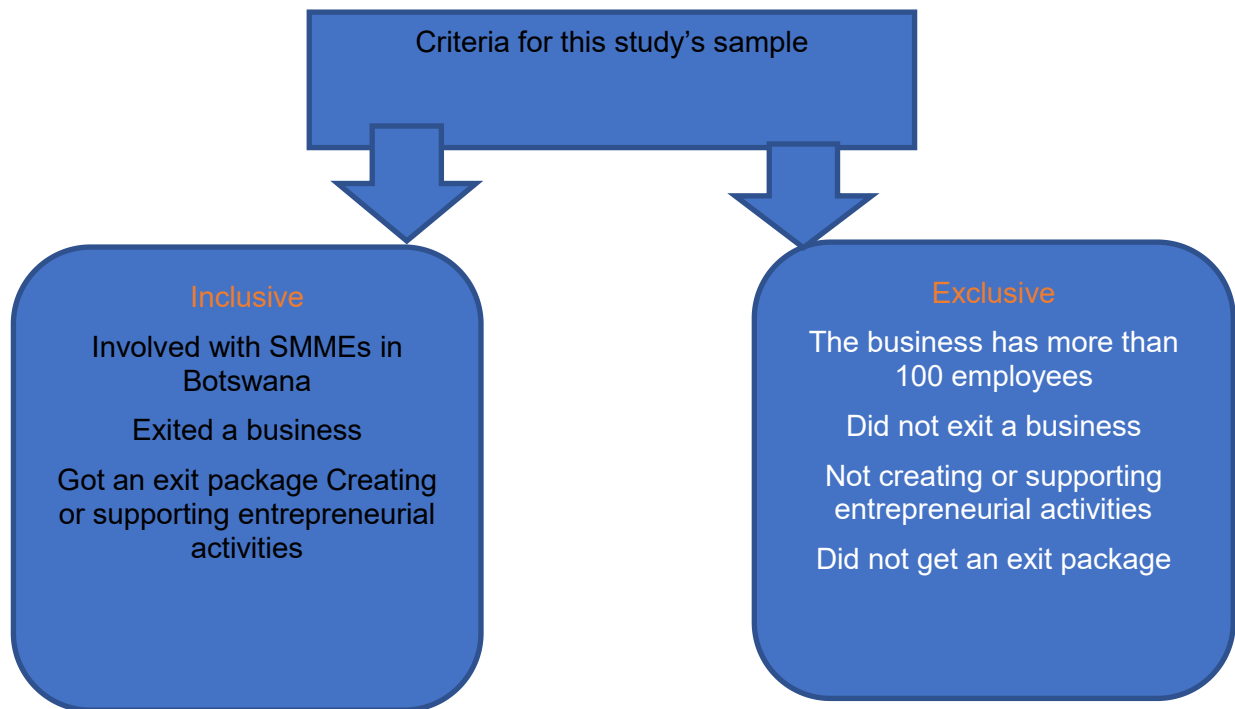
4.3.6 Population and sampling

A population is a grouping of all the units with the variable feature being studied and for which generalizations from the research may be made (Shukla, 2020). This study's population consisted of individuals who operated and managed SMMEs in Botswana and satisfied the inclusion criteria in Table 3 below. The sample was drawn from this population. Nkwe (2012) stipulates that an SMME must employ no more than 100 people in Botswana.

The inclusion and exclusion criteria determined who was qualified to participate in the study (Keung *et al.*, 2020), which should be both specific enough to guarantee internal research validity and generic enough to allow the study results to be applied to the entire population. The conditions a subject must satisfy to be included in a study are described as inclusion criteria. In contrast, the circumstances that a matter must not meet are described as exclusion criteria (Porzsolt *et al.*, 2019:2). By defining the

inclusion and exclusion criteria, the researcher identified the study's target group. The inclusion and exclusion criteria took into account qualities in Figure 4.3.

Figure 4.3: Inclusion and exclusion criteria for this study



The LEA is the Local Entrepreneurship Authority of Botswana. LEA was founded primarily to monitor entrepreneurship and business development in Botswana, and it is functioning on behalf of the government, particularly the Ministry of Investment, Trade, and Industry, by Section 4 of the Small Business Act (Government of Botswana, 2004) (Pansiri & Yalala, 2017:59-60). LEA is the gatekeeper for getting access to entrepreneurs in Botswana. An introductory letter from North-West University was used to initiate the researcher's conversation with LEA and seek access to recycled entrepreneurs (see Appendix C). Appendix D was the response from LEA indicating that access was granted and the study was to seek informed consent before any interview could be conducted. It was appropriate for this study that LEA could only provide a few names rather than a list of all the entrepreneurs. A few names were adequate to initiate the snowballing process used for sampling in this study.

The inclusion requirements were not clearly defined for LEA's category of entrepreneurs.

4.3.7 Data collection

Before data was collected, it was noted that in Botswana, personal data protection is governed by the Data Protection Act 2018 (DPA, 2018), which guarantees that people's data privacy rights are upheld. The data controller or researcher is required by Section 14 of the act to:

- Handle personal data honestly and correctly, and if feasible, get the subject's consent before collecting it.
- Only gather personal information for valid, specific, and well-defined objectives.
- Personal information is protected from threats, including theft, loss, unauthorized access, alteration, or disclosure.
- Personal information is not kept longer than is required (Presidency, 2021:A542).

The informed consent form (Appendix A) was used to get informed consent from the participants, as the Act and LEA required. As LEA had no clear list of recycled entrepreneurs, a few names of registered entrepreneurs they provided were used to start collecting data.

Convenience sampling was used to pick the first responder from among the few names they supplied for the interview. Convenience sampling (also known as Haphazard Sampling or Accidental Sampling) is a type of nonprobability or non-random sampling where members of the target population meet specific practical criteria, such as easy accessibility, geographical proximity, availability at a given time, or the willingness to participate is included for the study (Etikan *et al.*, 2016:2). As such on 17 October 2022 the study used the names sent from LEA to get the first contact. The contact was welcoming and friendly but postponed the meeting due to work commitments, but was available on 18 October 2022. The contact was given the informed consent form to read and append his signature. Unfortunately, he was inappropriate due to the exclusion criteria. He was, however, able to refer me to the next eligible participant. This meant

that the other relevant entrepreneurs were obtained through snowballing. A well-known, non-probability form of survey sample selection called snowball sampling is frequently employed to find hidden populations. This technique depends on initial sampling respondents referring additional people they feel to share the feature of interest to them (Johnson, 2014).

Data collection went on through the snowball sampling technique until saturation was reached at 12 participants. That was when the last interview took place on 29 January 2023. However, it must be noted that, besides the 12 participants, the first two referrals were used to pre-test the interview guide. It took about four months to collect the data. Referrals came from different parts of Botswana, with the majority in Gaborone. Five referrals could not successfully be interviewed for various reasons, mainly due to lack of time. Some could not even pick up the phone due maybe to the lack of time for the interview. In their investigation of the sufficiency of small qualitative samples, Young and Casey (2018:12) concluded that such samples are sufficient for generating solid results. Adding new referrals to the research continuously (Marshall *et al.*, 2013:11) until the data set is complete—as shown by data replication or redundancy—is the idea of data saturation. The most often advocated assurance of qualitative rigour by writers is saturation (Morse, 2015:587). The sample size was thus 12. Saturation is regarded (Sebele-Mpofu, 2020:1) as a modern approach to reducing subjectivity in qualitative research, a benchmark for determining sample sizes in a study, and a guarantee of rigour and quality.

After a referral was made during data collection, the next thing that happened was to contact the referral and seek an appointment. The entrepreneur decided on the meeting place, day, and time. The referrals were mainly contacted by phone and were informed why they were phoned. The explanation covered the researcher's details and the study's purpose. If in agreement, then further information was sent through email or WhatsApp. The info may incorporate the permission to conduct research letter from LEA, interview questions, and an informed consent form. After receiving the information, the referral would be contacted for an interview date, time, and venue, depending on

whether one preferred an online or face-to-face interview. Before the interview, informed consent was requested in observance of the Botswana Data Protection Act 2018).

Informed consent form

Before the interview, the referral was asked to read through the informed consent form and append their signature in the case of a face-to-face interview or signal consent verbally in the case of an online interview and that they were participating voluntarily and willingly.

In preparing the consent form, the researcher understood that the informed consent form must be prepared (Manti & Licari, 2018:145) in plain language that the subjects can understand, it must reduce the likelihood of coercion or undue influence, and it must allow the issue enough time to contemplate participating. The decision to participate in the research should be made by competent individuals who can understand the material. (Manti & Licari, 2018:145). This document is approved as a method in which the participants know the study's goals and associated hazards (Rose *et al.*, 2009:3).

The consent form introduced the researcher, where he came from, and explained the study's aim. The significance of the study was articulated. The reasons why the investigation was being conducted and ethical considerations were outlined. The interview duration of plus or minus 90 minutes was highlighted, including that the discussion would be recorded. The document also indicated that the researcher would take notes during the debate and that the recorded information would be transcribed and confidentially kept in a password-protected computer under the custody of the researcher. The data will then be destroyed after three years. The document would be de-identified against the participant, and excerpts from the transcript would be cited in dissertations, conference presentations, and published papers. The document also pointed out that the limited personal data collected from the participants would be used for profiling the participants only. Finally, the document expressed gratitude on the part of the voluntary involvement of the participant and requested the participant to append

their signature as proof of having read and understood the goals and hazards of the research and how the participants were protected. The Scientific Committee of NWU Business School approved the study. It provided an ethical clearance number at the end while showing the promoter's name and contact details.

APPENDIX A is the sample of the Informed Consent form

Semi-structured interviews

Semi-structured interviews (SSI), namely the descriptive/interpretive modern list of interview questions, were used to gather data for the study. The researcher uses the descriptive/interpretive interview questions to know how the respondents give meaning to their experience and, in particular, how they perceive the world (Taylor, 2016:89). The ability to focus interviews while yet allowing the researcher liberty to explore relevant concepts that may arise during (Adeoye-Olatunde & Olenik, 2021:1358) the interview is one of the main advantages of the semi-structured interview. This can help researchers better comprehend the phenomena they are investigating. Because they enable the researcher to get in-depth information about participants' perspectives and make sense of their lived stories and experiences as they describe them, semi-structured interviews can be a helpful technique in interpretative research (Al Balushi, 2016:726). To mitigate poor or limited responses that would kill the conversation (Kakilla, 2021:2), the researcher included probes as follow-ups to the main question (refer to Appendix B). Open-ended questions in SSI allow for extended probing (Adams, 2015:492)

Following the subject's permission, the in-depth, tape-recorded interview followed the face-to-face interview, while virtual interviews were recorded on the computer. The tape-recorded data was also kept safely in the password-controlled computer. Participants were guaranteed that quotations from the discussion would be incorporated into the study document without their identification.

The interview guides

The guide is a valuable tool that gives the researcher the consistency they need and a path for using questions that can generate data, even though the researcher is the instrument in the research process and may veer from the guide during interviewing (Krauss *et al.*, 2009:246). The interview guide (protocol) the researcher employed contained the questions. The guide offered a framework to concentrate and direct the interviews. It covered the primary research objectives of the study (Naz *et al.*, 2022:48). The questions were asked individually or combined with other interview aspects to analyse topics intensively, comprehend procedures, and spot possible sources of viewed relationships (Weller *et al.*, 2018). In constructing the guide, the phases discussed below were followed.

By considering its suitability as a data collection method for understanding interviewees' perceptions and opinions relating to the area of research through probing questions, interviewees' unawareness of the topic, and a desire to gain different perspectives on the topic, the study took note of the first prerequisite for conducting a semi-structured interview guide (Naz *et al.*, 2022:46). It was discovered that the semi-structured interview guide helped comprehend the phenomena of concern since it depended on the participants' prior knowledge and could be provided to them in advance to help them prepare for the interview.

Secondly, the study utilized previously acquired knowledge to prepare the guide. A linked empirical study conducted by Hopkins and Bassett (2015) was used to supplement the associated literature review, which provided the researcher with a wealth of information about the research subject. The study identified pertinent topics of interest that would be discussed in the interview (Naz *et al.*, 2022:46).

The third phase involved the creation of the interview guide as an apparatus for data gathering (Kallio *et al.*, 2016). The guide had two sections: the introductory part and the main research questions. The introductory part introduced the interviewer and outlined the study's goals while collecting the participants' demographic information. The guide's

introduction section helped ease tension and break the ice (Krauss *et al.*, 2009:248; Rabionet, 2011:564). The main interview questions were single-faceted and open-ended, each with follow-up questions (probes). Since the sample from which the empirical data was collected was limited, open-ended questions allowed the interviewee to convey their viewpoint regarding a particular circumstance, allowing for the extraction of additional data from each participant (Creswell, 2014:157).

Kallio *et al.* (2016) state that a semi-structured interview guide constitutes two sections of questions: the main question on the main themes, and the second is a follow-up question to ensure the interviewer gets a lot of information on the interviewee's experiences. Alternatively, the probes were seen as prompts. Because it was so difficult to predict the respondent's precise response in an in-depth interview, probing became an essential experience with every interview (Krauss *et al.*, 2009:247). The main topic questions were put in a logical and progressive order (Krauss *et al.*, 2009:247), which enhanced the rapport and the ease with which the participants coped with the questions. As a result, the major themes were arranged in a progression from lighter to more intense and emotional before returning to more lightweight themes (Kallio *et al.*, 2016).

The fourth stage of creating a semi-structured interview guide was pilot testing the guide to enhance instrumentation (Rabionet, 2011). The goal of the fourth step (piloting the interview guide) was to confirm the breadth and applicability of the data from the original list developed, highlighting the possible need to rethink questions and evaluate their execution (Kallio *et al.*, 2016). Testing the interview guide enabled essential tweaks and revisions to be made to the topic of conversation (Barriball & While, 1994:333; Chenail, 2011). The researcher pre-tested the interview guide with the first two eligible recycled entrepreneurs in Gaborone. Based on the valuable feedback of the participants, modifications and adjustments were made in the preliminary interview guide to ensure the questions were not too complex or ambiguous and that their sequencing was logical.

The final phase was to develop a clear, complete, and sequential semi-structured interview guide for data gathering (Kallio *et al.*, 2016). The interview guide had two

essential components: (a) how the interviewer introduced himself to the person being interviewed and (b) the main research questions to be asked together with the probes. The final product was Appendix B.

Conducting the Interview

Interviews were conducted following the interview protocols recommended by Rabionet (2011), which included introducing the interviewer briefly, outlining the research, obtaining the interviewee's consent to participate in the interview after explaining their right to withdraw, providing a statement of confidentiality, seeking permission to record the interview, and outlining the use and scope of the results. Furthermore, a relationship between the interviewer and the subject was built to get the subject to provide honest answers. Because they were pre-designed, probes helped to increase the consistency of the issues addressed in interviews and made the significant themes simpler for participants to comprehend (Kallio *et al.*, 2016). Impromptu questions were sometimes used, such as asking participants to elaborate on a specific topic that arose during the interview or to provide further details (Kallio *et al.*, 2016). Thus, the data was produced by synthesizing the questions posed by the researcher and the responses provided by the participants. This process had a kind of verbal reflection in which the participants possibly learned new things about themselves (Krauss *et al.*, 2009), and both the participant and the researcher actively participated in this collaborative approach.

As was previously mentioned, every interview was recorded. Additionally, the conduct and handling of these interviews adhered to the ethical research principles covered in section 4.4. The discussions were deidentified by assigning them numerical labels (Stuckey, 2014:6). For instance, the first interviewee was labelled Participant 1, and the second Participant 2. The third Participant 3 and so forth up to Participant 12.

4.3.8 Data transcription

The data collected via tape recording must be processed before data analysis starts. Data preparation usually requires turning audio data into a written narrative. That is the process of turning audio data into text. Creating transcripts from digitally recorded interview data (findings) is called transcription (Widodo, 2014:101). Recordings are transcribed into written form to be studied in detail and linked with analytic coding (Stuckey, 2014). Two types of recordings were made. There were ZOOM recordings from the computer and recordings from the tape recorder.

Each transcript had three columns. The first column was for notes, the second was for the transcription, and the third column showed the codes (see Appendix E). The study ensured that participant names and other data, such as place of birth and place of employment, were removed from the participants' transcripts to maintain participant anonymity (Stuckey, 2014:7), and identifying information in the transcript was replaced with an XX. The interviewer's questions and interviewee responses were included in the transcripts, which were created to be thorough and to contain anything that could seem "unimportant" at the time of transcription (Schreier, 2012:4). Verbatim transcription with cues of nonverbal behaviour is necessary to establish reliability, dependability, and trustworthiness of the study (Stuckey, 2014:7). For instance, the transcripts included representations when the participant was laughing, and a smaller xx indicated that. However, as the informational substance of the data takes precedence and the transcribing procedure must concentrate on the correctness of the data content, fillers like "um" that the participant uses to fill in space while thinking were removed (Stuckey, 2014:8).

Transcribing the interviews and listening to the voices of the participants repeatedly enables the transcriptions to come alive during the analysis in the quest for themes and subthemes, regardless of which framework for analysis is used (Bradshaw *et al.*, 2017:5)

Appendix E is a sample of a complete transcript.

4.3.9 Member check interview

Member checking is frequently employed to preserve validity in qualitative research (Candela, 2019:619). The researcher confirms that a procedure known as "member checking" is used to verify the data and guarantee the reliability of the sources. Member checking, also known as responder validation, is the process of following up with study participants to find out if the findings support their opinions (Mays & Pope, 2000:51; Russell & Gregory, 2003:37). Interviewees were provided with copies of their transcripts and asked whether they believed this to be a complete representation of their views or whether they liked to clarify or elaborate on their responses (Shenton, 2004:68). Participant 4 and 10 made some corrections to the statements they made in Setswana (Botswana official language) which had some errors.

4.3.10 Data analysis

According to Graue (2015:8), the process of describing, categorizing, and connecting phenomena with the researcher's concepts is known as qualitative data analysis. Depending on the method adopted, qualitative data analysis can be a "labour-intensive and time-consuming" exercise (Lofland *et al.*, 2022:201). This is because, to provide their underlying meanings and aid in an interpretation of the data, patterns, trends, themes, and categories in the raw data are located, evaluated, recognized, coded, mapped, explored, and explained (Ngulube, 2015:1). Qualitative research may often be laborious and daunting due to the volume of information and depth they might yield. Therefore, qualitative researchers should select appropriate analytic methodologies to balance data structure, study goals, theoretical and conceptual concerns, and the inductive character of qualitative work (Bingham, 2023:1).

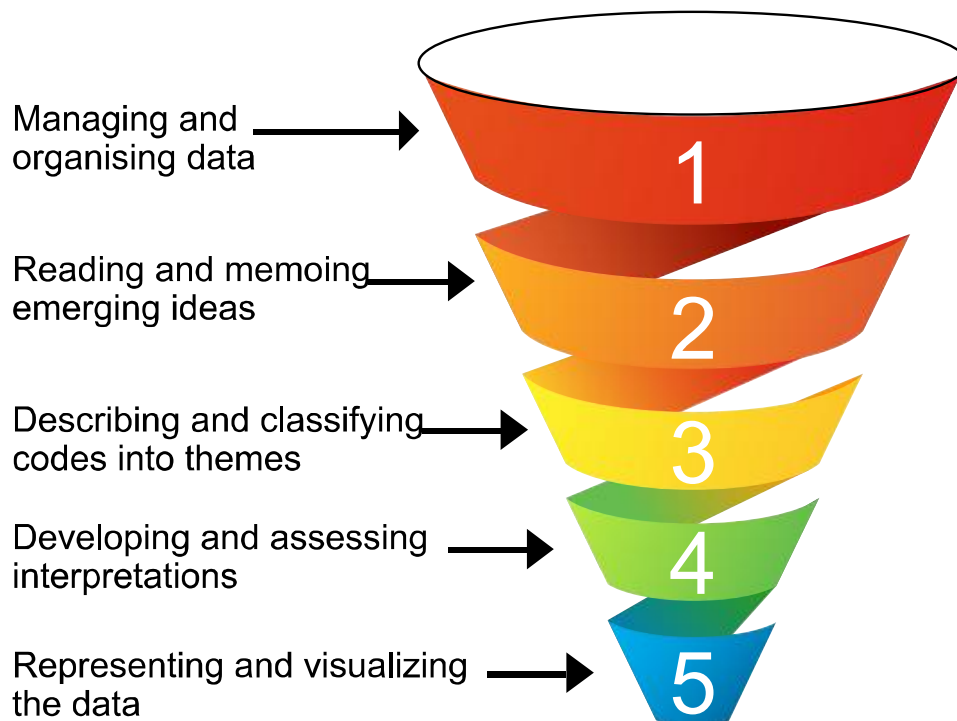
The study followed a qualitative descriptive design, and according to Tamayo *et al.* (2020:10), qualitative descriptive studies can adopt either thematic or qualitative content analysis for data analysis. The same procedure applies to qualitative data analysis performed by hand or computer: Once a text or picture segment has been designated,

the researcher searches the database for text segments with the same code label. With this method, the researcher codes and categorizes rather than the computer program (Creswell & Poth, 2016:164). Critical to conducting a rigorous, trustworthy qualitative study is developing and articulating a straightforward, detailed process of data analysis (Bingham, 2023:1).

The study inductively analysed the data using suggestions from Mirza *et al.* (2023b). They identified the five steps of the data analysis spiral as organising data, reading to find emerging ideas, classifying codes into emerging themes, assessing interpretation, and data presentation, as reflected in Figure 4.4.

Figure 4.4: Steps in data analysis

The Data Analysis Spiral



Source: Adapted from Mirza *et al.* (2023b:186)

Step 1: Managing and organising data

The quantity of data gathered and examined varies throughout qualitative research, yet even tiny investigations can yield a lot of data (Bingham, 2023:3). Most analyses often begin by sifting through vast amounts of data and suitably organising them (Menon, 2019:49). What the researcher is recommended to do based on the guidelines is it to collect data into files and develop a filing system (Mirza *et al.*, 2023b). Twelve transcripts were de-identified correctly and put into a folder on the computer. The files were labelled Interview 1, Interview 2, Interview 3 up to 12. The participant's identity was removed from this data (Tolich, 2016:37). Each transcript had information on preceding events before the interview as field notes. Additional field notes were recorded in a black counterbook possessed by the researcher. Even during data analysis, these counterbooks were perused for more information. In addition (Algozzine & Hancock, 2017), it is advised to keep the main goals and issues of the research front and centre and to concentrate on the portions of the data that provide light on them. A structured mechanism for managing research data contributes to the credibility of the research outcome (Birks, 2014).

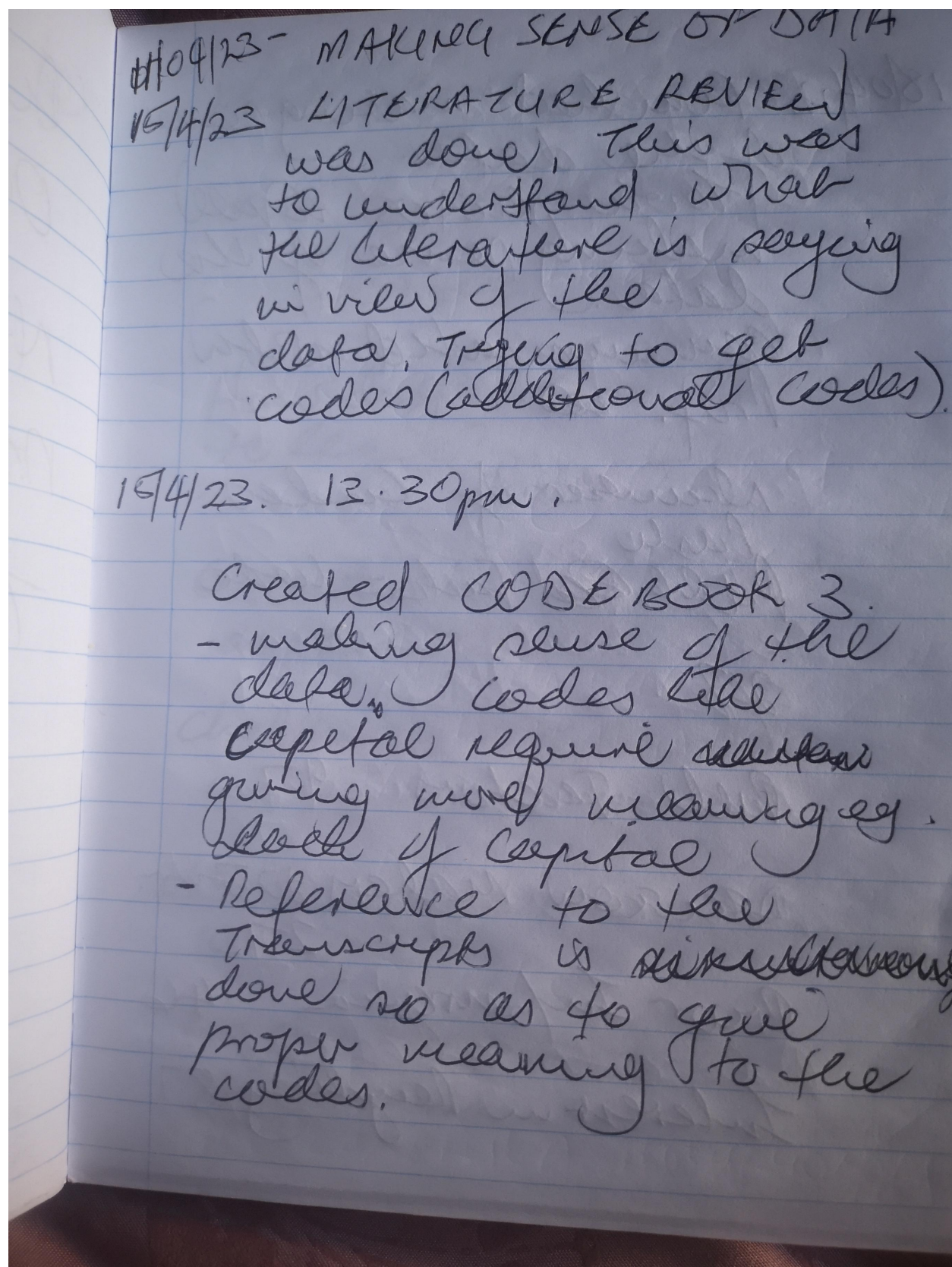
Effectively managing and organizing qualitative data, especially in more extensive studies, supports the rigour and trustworthiness of the study. However, larger qualitative data sets, in particular, can make it difficult for researchers to maintain the study's trustworthiness (White *et al.*, 2012:244). Memos, observational data, and transcripts of interviews can all be kept in electronic files (Ngulube, 2015:4-5). It is necessary to back up the files, regardless of the system used. The researcher's Gmail account was used to back up the documents.

Step 2: Reading to find codes and emerging ideas

After arranging the data, the researcher proceeded with the study by understanding the entire database. Mirza *et al.* (2023b) recommend, for instance, that before segmenting

the interview into sections, researchers read the transcripts through many times and become engrossed in the minutiae to gain a feel of the conversation as a whole. During coding, memoing also took place. During this stage, the researcher immersed himself in the data and adding memos was more beneficial than doing so after coding had taken place (Tamayo *et al.*, 2020:6). Immersion in data enabled the researcher to engage in reflexivity on what he was doing. Reflexivity is a process whereby researchers engage in continuous critical reflection throughout the research process and document their thought processes, actions, and choices (Tamayo *et al.*, 2020:7). Through reflexivity, the researcher attentively and frequently examines the data to make sense of it and documented any thoughts that came to them in the counter book (Nghihalwa, 2018:40). These were the memos he was making. Such subjectivity would be counterproductive to the quest for a single, verifiable truth within the positivist paradigm. However, in qualitative research, the interaction between the researcher and the data is essential to producing information that accurately captures the richness and complexity of the human experience (Birks *et al.*, 2008:69). Memoing is the practice of keeping track of ideas and observations while researching (Strauss, 1987). The excerpt in Figure 4.7 shows what the researcher was doing in making sense of the data and creating memos

Figure 4.5: Making sense of the data



Memoing can be used throughout a qualitative study, and it is an essential part of rigorous qualitative data collection and analysis. Additionally, it can support the transparent analytic work required to conduct a reliable study (Bingham, 2023:2). Memoing clarifies the researcher's thinking process, acting as an audit trail throughout the research process (Mirza *et al.*, 2023b). Data exploration is enhanced, continuity of conception and contemplation is enabled, and communication is facilitated through the use of memoing (Birks *et al.*, 2008:68)

Step 3: Describing and classifying codes into themes

In this cycle, the core of qualitative data analysis is represented by code or category construction (Creswell & Poth, 2016). Qualitative researchers develop codes or categories and sort text or visual images into categories while describing, classifying, and interpreting. According to Ngulube (2015:5), the framework in which qualitative research is conducted determines the qualitative data analysis used. The study questions serve as a framework for the examination. Still, they also help to restrict it to the "prefigured" codes rather than allowing the codes to more fully represent participant perspectives in a conventional qualitative manner (Mirza *et al.*, 2023b). For example, each research question is transformed into a primary coding category subdivided into smaller categories. Before coding could begin each interview, the research question was identified with a specific colour, as shown in Appendix E's sample transcript. The transcripts were then coded according to those colours. Giving a text that represents an idea a name is known as coding, which is fundamental to qualitative data processing (Miles *et al.*, 2014). Below are the interview questions that were used as primary coding categories.

Q1: Why did you choose this career?

Q2a: Tell me about your experience as a recycled entrepreneur, from the beginning to where you are now.

Q2b: Which businesses do you find most attractive to venture into?

Q3a: Considering your experience and knowledge, how do you operate and manage businesses sustainably?

Q3b: How do you know when to leave and start another business?

Q4: In operating and managing the businesses in your career, you must have met some challenges in sustaining the businesses. What were these challenges?

Q5: Still on the challenges you encountered, how did you overcome them?

Q6a: How did the actors in the entrepreneurial ecosystem influence the sustenance of your business?

Q6b: Still reflecting on the entrepreneurial ecosystem, how did you benefit from the local resources sustaining the businesses?

Q7: Considering that you participate in the entrepreneurial ecosystem, how do your actions and decisions in sustaining businesses affect your life and others?

Q8: Considering everything we have discussed thus far, you must be a proud contributor to the Botswana economy; please describe the contributions you have made so far in operating sustainable businesses.

Q9: If given the opportunity and platform, what recommendations on operating sustainable SMMEs will you give to key role-players, other recycled entrepreneurs, or prospective cashed-out entrepreneurs within the SMME sector?

Completing the coding led to the development of a codebook; after the development of the first book, the researcher further engaged in moments of reflexivity and memoing while making sense of the coded data. This culminated in refining the first codebook, and more extended codes were shortened to make them more manageable (see Appendix F). Although numbers are insignificant in this study, the codes amounted to about 2038, emanating from the 12 primary coding categories. Not all qualitative researchers, but some of them find it easy to tally and report the frequency with which the codes appear in their databases (Creswell & Poth, 2016). Classification goes beyond coding and involves analysing text or qualitative data to find themes, subcategories, or informative components. (Mirza *et al.*, 2023b).

After the generation of the final codebook, codes were written on cards with the appropriate colours related to the different primary coding categories. The wall of one of the spare bedrooms was used to display the other codes in their primary coding categories, as reflected in Figure 4.6.

Figure 4.6: Wall display of codes



The above display of the codes in their primary coding categories gave the researcher a clear picture of how the codes were situated. The researcher also determined the number of themes applicable to the study by combining some primary coding categories. The study identified nine themes from 12 primary coding categories that were the nine study research questions. It is challenging to condense the data into five or seven "families" or themes, especially in a huge database (Creswell & Poth, 2016). The next

Figure 4.7: Table network diagram



Table 4.4: Themes of the study

Theme 1	Motivation
Theme 2	Talent recycling experience
Theme 3	Measures for sustainability
Theme 4	Sustainability challenges
Theme 5	Overcoming challenges
Theme 6	Ecosystem
Theme 7	Sustainability decisions impact
Theme 8	Economic contributions
Theme 9	Recommendations (Advice given)

Chapter 5 of the study has a detailed discussion of the findings for each theme.

Step 4: Developing and assessing interpretations

Interpreting data is a task that researchers perform during qualitative research. Interpretation is analysing the evidence to make meaning (Mirza *et al.*, 2023b). The researcher critically examined the network diagrams in this stage to find links and standard categories. The examination was done to develop information to utilise in constructing the framework. For instance, there were common categories in the themes Measures for sustainability and Overcoming challenges, and the common categories are shown in Table 4.5.

Table 4.5: Common categories

Measures for sustainability theme	Overcoming challenges theme
Operational skills	Operational strategies
Social sustainability	Social sustainability
Customer service	Customer service
Economic sustainability	Financial awareness

Step 5: Representing and visualising the data

The researchers present the data in text, tabular, or graphical form at the spiral's final stage (Mirza *et al.*, 2023b), and another type of presentation is represented by a hierarchical tree diagram, for instance. The interpretations the researcher did in step 4 assisted him in developing a framework at this stage of the study. The framework had different levels of abstractions where the triangle was the initial position of the framework, followed by large rectangles and then the smaller rectangles. The arrows for the recommendations were essentially broken as they were recommendations not yet being practised. Chapter 6 explains the framework for the sustainability of SMMEs through entrepreneurial talent recycling, which is the main answer to the study's investigation.

4.4 VALIDITY AND RELIABILITY

Validity and reliability were initially used concerning quantitative research. These standards, however, cannot be universally applied to qualitative research projects as their theoretical underpinnings and study objectives vary (Vu, 2021:1), and improper use of these ideas might result in unsuitable research design or assessment. Qualitative studies need to exhibit enough rigour for readers to feel confident in their results if they are to contribute significantly to the corpus of knowledge (Coleman, 2022:2041). Nonetheless, qualitative research evaluation does not use terminology or standards that are universally accepted (Noble & Smith, 2015:35).

According to Maxwell (2010:280), validity is the term used to describe if a description, conclusion, explanation, interpretation, or another type of account is accurate or credible. Reliability refers to the suitability and applicability of the techniques used, as well as the integrity of the findings drawn at the end (Noble & Smith, 2015:34). However, the operational definitions of validity and reliability as they are now applied in qualitative research and their implementation within such investigations differ significantly (Coleman, 2022:2041). From the perspective of qualitative research, both validity and reliability are

broadly concerned with the issue of trustworthiness(Mishler, 1990:415; Stiles, 1993:601). Valid qualitative research requires evidence and trustworthiness, and because of this difference, alternative terms are used for reliability and validity in qualitative research, such as credibility, dependability, transparency, and transferability(Vu, 2021:8). Threats to validity in qualitative research include expectations and values that are distorted by researchers, participants, and readers (Stiles, 1993:613). Nonetheless, the qualitative approach to the problems of validity and reliability demands that researchers show that their work is appropriate for the objective of their study (Knight & Arksey, 1999:55). As a result, the elements of quality in qualitative research cannot be covered in the same manner as they are in a quantitative study (Chowdhury, 2015). Methodological techniques that a researcher can adopt to demonstrate the appropriateness of their work to the study's objective include the capacity for an audit trail, member checking, negative case analysis, triangulation, prolonged engagement with participants, and peer debriefing. These will ensure the qualitative study's dependability, credibility, and transferability (Hadi & José Closs, 2016). Kivunja and Kuyini (2017:34) certify that credibility, dependability, transferability, and confirmability should be used in place of the positivist standards of internal validity, external validity, and reliability in research done within the interpretivism philosophy. Strategies adopted by the study to achieve trustworthiness of the study are reflected in Table 4.6 which continues on the next page.

Table 4.6: Adopted strategies for the trustworthiness of the study

Criterion	Definition	Strategies
Credibility	The process of presenting the researcher as an academic with moral principles and integrity—a quality known as craft (Kvale, 1995)	• The study provided detailed accounts of the phenomenon under investigation • Triangulation was effected by asking the same research questions to the different recycled entrepreneurs and collecting data • Member checking involved the researcher returning to the participants to confirm data collected in the initial

		interview (Coleman, 2022; Vu, 2021)
Dependability	Consistency in getting similar findings and conclusions with a different researcher (Chowdhury, 2015:149)	- the research process is logical, documented, and traceable - detailed thesis report on methodology bolstered by tape recordings of each interview proceeding (Nowell <i>et al.</i>, 2017:3)
Transferability	The capacity to extrapolate study findings to other scenarios and environments (Modesto & Tichapondwa, 2016:50)	Provided a detailed description of the phenomenon in question to allow comparisons to be made. (Shenton, 2004:63)
Confirmability	The extent to which results may stand alone from the work of the researcher (Denscombe, 2017:299)	- Triangulation employed to reduce investigator bias effect - Shortcomings in the study's methods and their potential effects acknowledged - Detailed methodological explanation to ensure study integrity - Results scrutinized by experts at the University and - Utilised diagrams to demonstrate an "audit trail" (Shenton, 2004:73)

4.5 ETHICAL CONSIDERATIONS

The welfare of research subjects must always come first in any study involving human subjects. The significance of the research question is always secondary. This implies that the study will be compromised if forced to choose between endangering a participant and the research (Mack *et al.*, 2005:8). Every research project must prioritize the protection of human participants by adhering to the relevant ethical norms (Arifin, 2018:30). The standards and principles that inform choices about data collection, analysis, and distribution are referred to as ethical considerations (Mirza *et al.*, 2023b:442) The validity and reliability of the data that is gathered might potentially be

jeopardized by researchers acting unethically (Cacciattolo, 2015:56). Therefore, the fundamental component of good research is a dedication to guaranteeing that data collection techniques are responsible and that study adheres to a professional code of conduct that ensures the security of all participants (Cacciattolo, 2015:56). The most common ways that ethical rules are broken are when participants suffer injury, their privacy is invaded, informed consent is not obtained, and there is a focus on misleading participants (Bryman *et al.*, 2017:120).

Protecting participants from injury

The researcher should always make sure that subjects are kept secure from injury and unneeded stress (Cacciattolo, 2015:55). In recognition of their rights and the distinctions that arise from differences in age, gender, sexual orientation, ethnicity, class, nationality, cultural identity, marital status, faith, disability, political belief, or any other noteworthy characteristic, people should be treated equally, sensitively, with dignity, and free from discrimination (Mirza *et al.*, 2023b:6).

All participants were treated with respect and utmost trust while being afforded equal consideration for every point they made during the investigation (Mirza *et al.*, 2023a:442). As such, informed consent was sought to involve a would-be participant in the research. The anonymity of the accounts furnished by participants was upheld, including securing confidentiality of their details. By maintaining anonymity, the study ensured that published findings would not be linked to any participants. Suppose permission is needed to reidentify any information. In that case, it will be sought from those concerned. With due respect, the deidentification process ensured that participants were labelled Participant 1, Participant 2, and Participant 3 up to Participant 12 to counter any audit trail. All electronic and hard copies containing personal data are handled, moved, and stored securely. No academic or private utterance that diminishes or disempowers the participants shall be used. The participants were free to express themselves without fear, intervention, or obstruction, and they even participated in a dialogue that lessened its influence on their thoughts and feelings (Mirza *et al.*, 2023a:443)

Privacy and confidentiality

Confidentiality pertains to how data is handled and maintained, whereas privacy (Cacciattolo, 2015:64) governs what information is disclosed about a specific person or group participating in a study project. Therefore, the person's protection is associated with privacy, whereas confidentiality safeguards data sharing in ways that limit participants' exposure to possible scrutiny or damage (Sieber, 1998:141). Confidentiality is a continuation of privacy (Sieber, 1998:135); however, what one may consider private, the other may not see it that way. Researchers must safeguard study participants' confidentiality and data privacy (Dane, 1990; Miles & Huberman, 1994). Mirza *et al.* (2023b:444) argue that these concerns should be discussed with participants before the data collection sessions and included in the researcher-participant agreement. The Data Protection Act must be followed while handling and storing any information. The data should only be accessible to the researcher. All written and audio recordings should be kept in a safe place that is nevertheless conveniently accessible.

Participants were briefed on privacy and confidentiality issues through the informed consent document. Participants were deidentified to enhance their privacy, and the discussion refrained from asking sensitive questions. As noted under the protection of participants from injury in the preceding section and compliance with the Botswana Data Protection Act 2018, the study took appropriate steps to guarantee that all hard copies and electronic files with personal data are kept, transferred, and processed securely. Even during the discussion, some participants indicated they were revealing sensitive issues and seemed scared. Frequently, researchers find that some participants require someone to listen to and comprehend them (Miles & Huberman, 1994), and typically, they view research as an avenue for voicing their concerns. They were informed that their anonymity would be maintained. The participants were also told that their details were to be used for profiling the participants only and for nothing more.

Informed consent and voluntary participation

Giving informed consent, which can be done orally or by signing a consent form, is essential to carry out ethical research (Cacciattolo, 2015:58). To partake in a research study, individuals must be suitably educated about the study, be able to grasp the data, and possess the autonomy to choose whether or not to participate (Arifin, 2018:30). This implies that the participant should have a contractual capacity to make decisions on whether to participate or not.

The study ensured the prospective participants had contractual capacity before engaging them and understood what was explained about the research and their involvement. They were informed that participation was voluntary and free to withdraw at any time during the investigation. The participants gave the researcher permission to record the discussion. They were also informed that the study was ethically cleared by the Faculty of Economic and Management Ethics Committee at North-West University and had an ethical clearance number provided in the document. In case of problems, the participants were free to contact the Ethical Committee chair, whose contact details were provided in the informed consent document.

Deceiving participants

The purposeful utilization of research for goals other than those first stated by participants is called deception (Mirza *et al.*, 2023b:443). The deliberate fabrication of information about an inquiry's objective, scope, or outcomes is known as deception (Drew *et al.*, 2008:67). Deceiving the participants is called deception. Another thing that qualifies as dishonesty is presenting the sample size or data findings incorrectly (Hammersley & Traianou, 2012). Deceptive behaviour such as fabricating, manipulating, or deleting data findings can have detrimental effects since it compromises the community's support for research and erodes a researcher's integrity and devotion to the truth (Lawson, 1997:19). It is believed that researchers who provide

misleading information or omit details relevant to their work are acting dishonestly(Cacciattolo, 2015:62).

While seeking informed consent, the participants were informed of the study's aim, which was maintained throughout the study. Participants were told that their anonymity and confidentiality would be upheld and that agreement was not violated. The study has not been dishonest in its data processing, and the findings genuinely reflect what was found during the investigation.

4.6 CHAPTER SUMMARY

The chapter has outlined the research process that was pursued to answer the question, 'What framework can be developed from entrepreneurial talent recycling that will ensure the sustainability of SMMEs in Botswana?'. From the philosophical underpinnings of the HARP test, it was established that the study would follow an interpretivist philosophy. This helped the researcher pronounce and discuss corresponding approaches, designs, and methods for the investigation. The study utilized the 'onion metaphor' by Saunders *et al.* (2007) as an aid in logically explaining the research process. As a result, the identification of the various sections in the discussion was from the onion.

In addition to what was provided by the Onion, the study discussed the study's trustworthiness and ethical considerations.

CHAPTER FIVE

FINDINGS AND DISCUSSION OF THE EMPIRICAL STUDY

5.1 INTRODUCTION

This study aimed to develop a framework for recycling entrepreneurial talent to ensure the sustainability of SMMEs in Botswana. The previous chapters have explained and discussed various issues related to the primary and subordinate research questions and literature about the research questions and outlined how the empirical study would be conducted. Chapter One was the research proposal, which outlined what this study was about and how it would be conducted (Bryman *et al.*, 2017). Chapters Two and Three surveyed existing scholarship or available body of knowledge, which assisted in building a logical framework for the research that will put it within the tradition of inquiry and a context of related studies (de Vos *et al.*, 2019). Chapter Four explained the study's methods, how the data would be collected and analysed, and how the subjects would be protected (de Vos *et al.*, 2019). In Chapter Four, an extensive amount of verbal data from 12 participants was collected using recorded semi-structured interviews, and the data was transcribed from audio to word.

First, there were 12 transcripts from 12 participants' audio recordings. Then, themes from the research questions were identified using 12 different colour labels. Using these colour labels for each theme, codes belonging to each theme were identified and shaded accordingly on the transcripts. After codes were noted on the transcripts, they were transferred to an Excel Codebook, where they were put together for each participant and under the 12 themes. Making sense of the data was carried out, and this helped the researcher clean the codes and understand them better. The researcher ended up with 3 Codebooks, the initial with very long codes, the second with shorter codes, and the third with shorter and clearer codes that were not transformed from their original state. Using the third Codebook, the focus turned to using the walls of one of the spare bedrooms to organize the codes under each theme. This was quite interesting but laborious. Coloured charts were used to develop cards that had codes for each

theme. The cards were put on the wall, reflecting where they belonged under each theme. The process gave the researcher a clear view of all the codes under each theme. The researcher moved codes to more appropriate themes and combined questions 2a and 2b to form Theme 2, called Talent Recycling Experience; questions 3a and 3b to form Theme 3, called Measures for Sustainability, and the initial questions 6 and 7 to form Theme 6 named the Ecosystem theme. However, theme 6 had two distinct categories from questions 6a and 6b. Theme 7 then became the Sustainability decision impact theme

The researcher used a table from the walls to develop network diagrams for each theme. String was used to connect the theme, categories, sub-categories, and codes. The diagrams showed the theme at the centre, and as the diagram spread out, it showed the categories and sub-categories together with the codes. The table diagrams were put into more presentable computer network diagrams showing all the information, including Excel references to some quotes of interest and the frequency of some codes. The diagrams were presented and used to discuss the findings in this chapter.

This chapter, therefore, presented the findings on the research questions that led to the development of the framework on how SMMEs can be sustained using information from recycled entrepreneurs. The ultimate diagram represents the Information obtained by interviewing participants who had exited a company, got an exit package, and created or supported entrepreneurial activities. The participants answered questions on why they chose this career, what their experiences were, what measures they used to sustain their businesses, the challenges they encountered in maintaining the companies, how they overcame the challenges, the impact their decisions had on them and others, the influence the ecosystem had on how they sustained the businesses, what they contributed to the economy of Botswana and the recommendations they made to corporate leaders, other recycled entrepreneurs, prospective recycled entrepreneurs, the education system and policymakers. The findings embodied in nine themes were also contextualized through a discussion concerning the available surveyed related literature. The discussion corroborates, disputes, compares, and contrasts the findings

concerning the studied literature. Lastly, the conclusions discussed were employed to generate the framework for SMME sustenance in Botswana.

As a starting point, the following table shows the interview schedule and the personal and business profiles of the participants. After that, the structure and overview of themes are provided, followed by the presentation and discussion of the findings.

5.2 SCHEDULE OF INTERVIEWS

Table 5.1 which continues on the next page, shows how interviews were conducted regarding dates, time, venues, and length.

Table 5.1: Schedule of interviews

Participant	Date of interview	Venue of interview	Time of interview	Length of interview
1	11/11/22	Molapo Crossing MtaTall	12.40 pm	1hr 56 minutes
2	13/11/22 and 4/12/22 due to power outage	ZOOM	1 st interview was at 11.04 am 2 nd interview was again at 11.41 am	1 st interview took 43 minutes 2 nd interview took 31 minutes
3	15/11/22	Participant's office	10.28 am	50.39 minutes
4	22/11/22	Restaurant in a secluded place	12.19 pm	1 hr.
5	9/12/22	Participant home	2.00 pm	1.28hrs
6	12/12/22	ZOOM	9.12 am	1.12 hrs.
7	17/12/22	Restaurant in a secluded place	12 noon	1.04hrs
8	21/12/22	Town Lodge	11.40 am	1.27hrs
9	22/12/22	ZOOM	9.00 am	1.08 hrs.

10	17/01/23	Town Lodge	3.00 pm	1.24hrs
11	19/01/23	ZOOM	3.00 pm	2hrs
12	29/01/23	Town Lodge	12.50 pm	1.10hrs

The process of trying to get willing participants started on 17/10/22 after getting a few names from the Local Enterprising Authority of Botswana. Difficulties were encountered in getting an interview with the first three prospects, but one of them successfully referred the first participant, who was interviewed on 11/11/23. It took about a month before the first interview. All in all, seeking and getting referrals for who could be interviewed took about four months. Interviewing on its own took about three months. The first two successful interviews were used to pretest the interview guide.

Venues used, dates, and times were at the convenience of the participants and entirely appropriate for conducting the interviews. On average, interviews were slightly longer than an hour.

5.3 THE RESEARCH PARTICIPANTS' PERSONAL AND BUSINESS PROFILES

This section provides the research participants' personal and business profiles in Table 5.2 which continues on the next page. The individual profiles include marital status, gender, age, and highest academic qualification. In contrast, the business profiles provide details on the sector that exited, the area of entrepreneurial activities, participants in recycling decisions, prior business information, years of recycling, and exciting experiences about recycling.

Table 5.2: The research participants' profiles

Participant	Marital status	Gender	Age years	in	Highest qualification	academic
01	Married	Male	39		Diploma	
02	Married	Male	50		Doctorate	

03	Married	Male	52	Doctorate
04	Married	Male	55	Masters in Bussiness Administration
05	Married	Male	63	Master of Arts
06	Married	Male	44	Masters
07	Divorcee	Male	57	'O' Level
08	Married	Male	66	Tertiary certificate
09	Single	Female	32	Masters
10	Married	Male	35	Cisco Certified Network Associates Certificate
11	Divorced	Male	59	Chartered Secretary
12	Married	Male	42	Certificate in Motor Mechanics

Most participants were generally mature males except for the youngest enterprising female participant. Seven out of the 12 participants looked well-educated. The female participant also benefitted from opportunities for young female entrepreneurs, while there is hardly much assistance for ventures run by adults.

Table 5.3 which continues on the next page, presents the participants' business profiles in terms of sector exited, area of entrepreneurial activities, partakers to recycling decision, prior business information, years of recycling, and exciting experiences about recycling.

Table 5.3: The research participants' business profiles

Participant	Sector exited	Area of entrepreneurial activities	Partakers to recycling decision	Prior business information	Years recycling	Interesting experiences about entrepreneurial talent recycling
01	Police Service	Buying and selling	My decision and Wife	No business information	Six years	Challenging Learn to be active It's hands-on Don't wait for instructions
02	Tertiary education	Transport, Training and Consultancy	My decision and family	Had experience and exposure	Nine years	Challenging Think outside the box Move out of the comfort zone You won't reap if you don't sow Challenges make you work harder Exciting experience Brought quick money
03	Tertiary education	Training and Consultancy	My decision	Had experience and exposure	Six years	Architect of own business Enjoying it Not under the command of anyone I believe I can do better than the competition Implementing strategy
04	Ministry of	Farming and	My	Had little	Nine	Do what I believe is best for the

	Trade & Industry	multi-residence	decision and family	information	years	business Making own decisions
05	Ministry of Education	Tourism and farming	My decision	Had experience	14 years	Own boss Generate income for yourself Manage things on your own time
06	Banking Industry	Tourism and Hospitality	My decision with my partner	Had experience	12 months	Potential for better returns Safeguarding the investment
07	Defence Forces	Pest control	My decision	No knowledge	16 years	Like working with people Like helping people
08	Tax administration	Farming	My decision and family	Had little experience	18 months	Opportunity to grow and change lives Doing something different
09	Marketing Agency	Construction	My decision	No information	Five years	Doing business for myself It feels good to be going through challenges
10	Automation Systems	Building Automation Systems	My decision	Knew business	Seven years	Reasonable returns Bringing technology within the region There are challenges but appreciate what comes through
11	Accountancy	Business Consultancy	My decision	Knew the area	Three years	Put skills to excellent use Empower others Have satisfaction with helping

						customers Seeing satisfied customers is pleasing
12	Motor Industry	Motor Mechanic	My decision	Knew the area	Five years	Making clients happy Learning how to market and communicate

The most exited sector was education, with three recycled entrepreneurs. In contrast, other sectors identified in the table were represented by various sectors, reflecting the nature of the recycled entrepreneurs' ecosystem. Business consultancy and agricultural activities seemed more popular than the participants' other entrepreneurial activities. Each area had three participants. Tourism hospitality and Training had two participants each and were second in terms of most businesses ventured into by the participants. Buying and selling, transport, multi-residences, pest control, construction, automation systems, and the motor mechanic had one participant each. All the participants committed to venture into recycling their entrepreneurial talent. At the same time, five also got support from family members to recycle their talent.

Interestingly, three entrepreneurs had no information about the area they were venturing into but were optimistic about what they were doing. Participant 9 said,

'You know, it's just a feel good to be going through all those challenges. Yes, there is no comfort, and there is no job security. You are not guaranteed a salary if you don't work or eat. That comfort is not there—the comfort of being guaranteed a salary at the end of the month. But there is still a different kind of satisfaction working for yourself because you face challenges. But it's worth it because you know the actual vision, you know it's your dream, it's your baby, and it's different.'

Participant 9 demonstrated confidence and determination in what she had ventured into. She did not regret her decision despite her lack of knowledge in the area she had ventured into. The literature supported these circumstances by stating that recycled individuals are better than new, non-recycled entrepreneurs because they are streetwise (Mason & Harrison, 2006:67). Being street-smart is possessing the astute awareness, knowledge, and ingenuity necessary for surviving in a challenging, sometimes deadly urban environment (Dictionary, 2009).

Participant 1 had no prior business information when he began but had these encouraging words about his experience,

“The most interesting part is it's challenging, and you learn to be active, hands-on. You don't wait for instructions. When you are employed, you are mostly waiting to be told what to do, unlike here because you have to go out there and find opportunities and identify the areas you can venture into”.

The literature corroborated the views and experience of Participant 1 by pronouncing that the entrepreneurial talent recycling process is essential for the flow of resources within ecosystems (Spigel & Harrison, 2018:159).

Most participants recycled their talent for over five years, while the most recycled entrepreneurs had 16 years of experience. On average, two participants had about 15 months of experience in recycling their entrepreneurial talent. Participant 6, who had 12 months of recycling his talent, said there was potential for better returns in the Tourism and Hospitality sector he was operating. Participant 8, who had very little information about the industry he had ventured into when he started recycling, declared that this was,

“An opportunity to grow, the opportunity to change other people's lives, the opportunity of seeing yourself doing something different”.

The 12 participants generally reflected positively about their experiences as recycled entrepreneurs in that they saw themselves as architects of their businesses, which faced regular challenges. Still, they saw that as enabling them to put their skills to good use, making their clients happy. Badal (2014:2-3) highlighted what these participants are doing as the willpower reflecting itself as the persistence to continue recycling their talent despite challenging, maybe even impossible, challenges.

Entrepreneurship is crucial to citizens' prosperity and living standards (Mohammed & Ayah, 2019:8)

5.4 STRUCTURE AND OVERVIEW OF THEMES

The nine secondary research questions of this study that helped in finding information that was used to construct the framework for the sustenance of SMMEs are highlighted below:

Q1: Why did you choose this career?

Q2: Tell me about your experience as a recycled entrepreneur, from the beginning to where you are now.

Q3: Considering your experience and knowledge, how do you operate and manage businesses sustainably?

Q4: In operating and managing the businesses in your career, you must have met some challenges in sustaining the businesses. What were these challenges?

Q5: Still on the challenges you encountered, how did you overcome them?

Q6a: How did the actors in the entrepreneurial ecosystem influence the sustenance of your business?

Q6b: Still reflecting on the entrepreneurial ecosystem, how did you benefit from the local resources sustaining the businesses?

Q7: Considering that you participate in the entrepreneurial ecosystem, how do your actions and decisions in sustaining businesses affect your life and others?

Q8: Considering everything we have discussed thus far, you must be a proud contributor to the Botswana economy; please describe the contributions you have made so far in operating sustainable businesses.

Q9: If given the opportunity and platform, what recommendations on operating sustainable SMMEs will you give to key role-players, other recycled entrepreneurs, or prospective cashed-out entrepreneurs within the SMME sector?

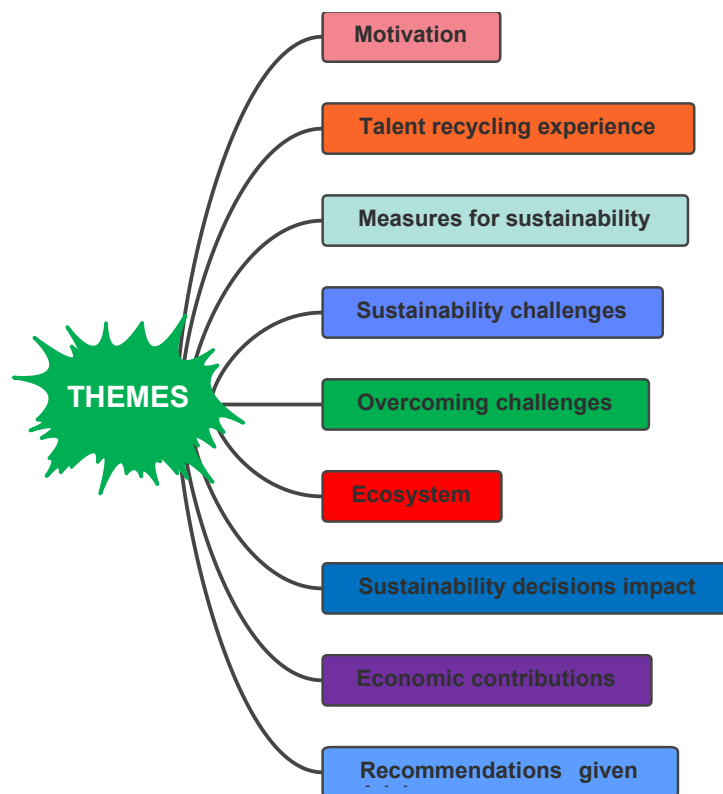
From these research questions, nine themes were drawn. The relationship between the research questions and themes is shown in Table 5.4.

Table 5.4: Relationship between research questions and themes

Research question	Theme
1. Why did you choose this career?	Motivation
2. Tell me about your experience as a recycled entrepreneur, from the beginning to where you are now.	Talent recycling experience
3. Considering your experience and knowledge, how do you operate and manage businesses sustainably?	Measures for sustainability
4. In operating and managing the businesses in your career, you must have met some challenges in sustaining the businesses. What were these challenges?	Sustainability challenges
5. Still on the challenges that you encountered, how did you overcome them?	Overcoming challenges
6a. How did the actors in the entrepreneurial ecosystem influence the sustenance of your business?	Ecosystem
6b. Still reflecting on the entrepreneurial ecosystem, how did you benefit from the local resources sustaining the businesses?	Ecosystem
7. Considering that you participate in the entrepreneurial ecosystem, how do your actions and decisions in sustaining businesses affect your life and others?	Sustainability decisions impact
8. Considering everything we have discussed thus far, you must be a proud contributor to the Botswana economy; please describe the contributions you have made so far in operating sustainable businesses.	Economic contributions
9. If given the opportunity and platform, what recommendations on operating sustainable SMMEs will you give to key role-players, other recycled entrepreneurs, or prospective cashed-out entrepreneurs within the SMME sector?	Recommendations given

Although there are ten research questions, questions 6a and 6b belong to one theme, thus bringing the number of themes to nine. The themes that provide answers to the research questions are Motivation, Talent recycling experience, Measures for sustainability, Sustainability challenges, Overcoming challenges, Ecosystem, Sustainability decisions impact, Economic contributions, and Recommendations given. Figure 5.1 shows the diagram representing the themes of this empirical study.

Figure 5.1: Themes of the empirical study



The initial colour codes changed as the themes were reduced to nine.

THEME 1: MOTIVATION

DISCUSSION ON THE MOTIVATION OF RECYCLED ENTREPRENEURS IN BOTSWANA AND LITERATURE INTEGRATION

The theme of motivation attends to the first research question on why recycled entrepreneurs chose the career of being entrepreneurs. **Research Question 1(RQ1): Why did you choose this career?**

Table 5.5 which continues on the next page, illustrates the theme, categories, sub-categories (factor), and codes (reasons) from the 12 interviews. **The participants** had been cashed out or exited a company for further entrepreneurial activities (Spigel & Harrison, 2018:160).

Table 5.5: Motivation theme

THEME	CATEGORY	SUB-CATEGORY(FACTOR)	CODES (REASONS)
Motivation	Push factors	Job dissatisfaction	Job not beneficial (6)
			Frustration with job (2)
			Resigned (1)
			At odds with reality
			Didn't want to be destitute (B117)
		Lack of career prospects	Can't be an employee forever (5)
			For survival (2)
			No more employment (1)
			Reached no option zone (1)
			Retired
	Pull factors	Social development	Employ more people (2)
			Enhance lifestyle (2)
			Leaving the salary comfort zone
		Environmental factors	Less capital requirements (1)
			Government helping SMMEs (1)

			Follow government policies
			Recruited by a friend
		Higher-income	Profit making (4)
			Growing industry (2)
			Boosting economy (1)
			To pay school fees
			Finish loans
			Can't see cash monthly
		Desire for independence	Wanted own business (8)
			Had established one business (6)
			Had practice in industry (4)
			Got financial assistance (1)
			Had competitive advantage (1)
			Had saved money
		Need for achievement	Find opportunities (13)
			Personal advancement(7)
			Passion and interest (6) (C8)
			Seeking adventure (6)
			Interested in consultancy (5)
			Felt had a calling (1) (C350 &351)
			Best alternative

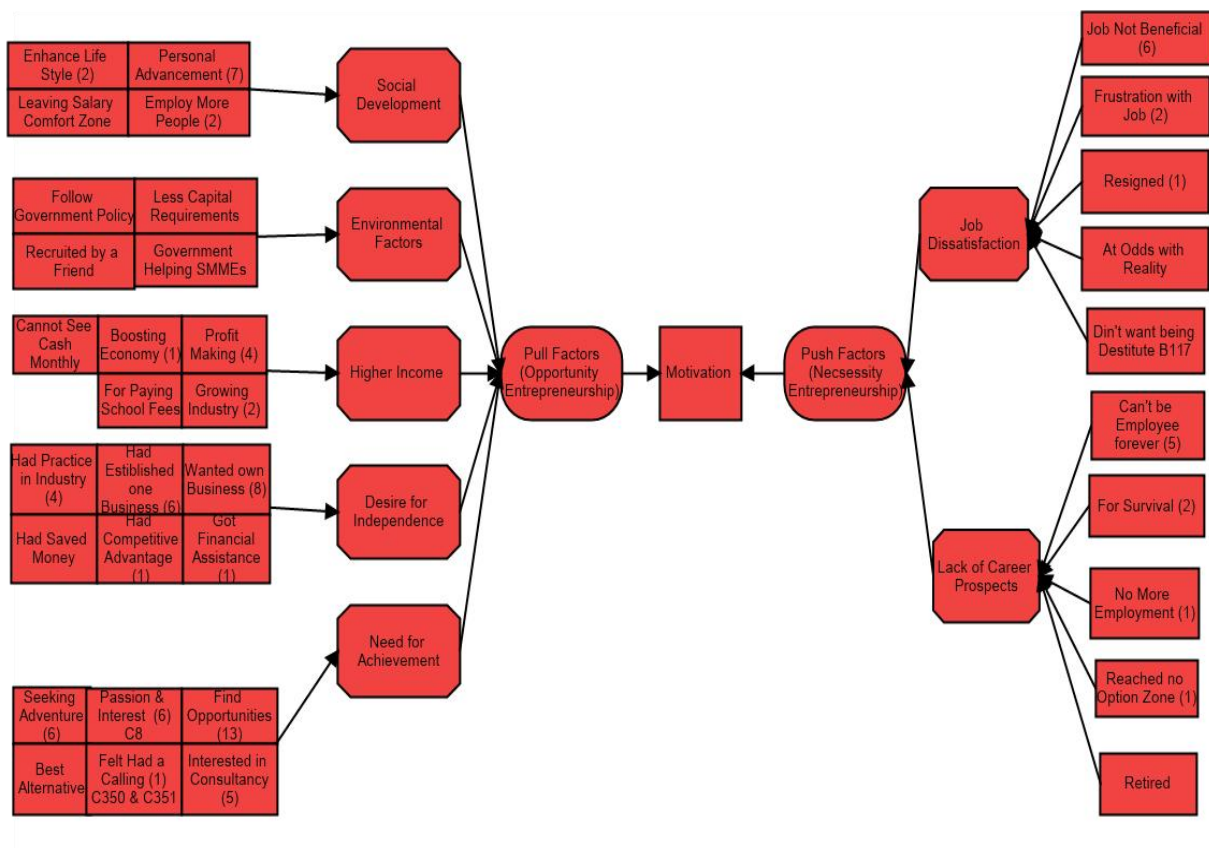
5.4.1 MOTIVATION- PUSH AND PULL FACTORS

Push/pull situational factors were identified by researchers as motivating individuals to venture into entrepreneurial activities. Some of the factors involved were highlighted as the entrepreneur's current frustration with their lifestyle, family environment, childhood

influences, work history, age, education, role models, and support networks (Gutterman, 2021:13). In pull (opportunity-based enterprising), an entrepreneur would have recognized a business possibility and opts to follow it as an active career. In push (necessity-based enterprising), a business owner embarks on enterprising because there is no other working option to make a living (Sikalieh *et al.*, 2012:133).

In this study, the push and pull factors that motivated the participants to recycle their entrepreneurial talent and the reasons for doing so are reflected in Figure 5.2.

Figure 5.2: Network diagram on push and pull factors with reasons



5.4.1.1 Push factors

The push factors that motivated the entrepreneurs to recycle their talent fell into two sub-categories: Job dissatisfaction and lack of career prospects.

For **Job dissatisfaction**, the recycled entrepreneurs pointed out 'job not beneficial', 'frustration with the job', 'resigned', at odds with reality, and 'did not want to be destitute' as reasons that pushed them to exit employment and venture into entrepreneurial talent recycling. "Job not beneficial" was the dominant concern under the Job dissatisfaction factor, with a frequency of six. For **Lack of career prospects**, the recycled entrepreneurs pointed out 'cannot be an employee forever', 'for survival', 'no more employment', 'reached no option zone', and 'retired' as having pushed them to exit employment and become recycled entrepreneurs." "Cannot be an employee forever" had a leading frequency of five under the Lack of career prospects. This made it the most vital concern under Lack of career prospects.

For the two factors of Job dissatisfaction and Lack of career prospects, the seemingly most vital push factor was "Job not beneficial". "At odds with reality", "resigned", and "Do not want to be destitute" seemed not compelling concerns considering their very low frequencies.

Table 5.6 which continues on the next page, shows these circumstances and related quotations from the recycled entrepreneurs.

Table 5.6: Push factors

Push factors Sub-category-Job dissatisfaction	Quotations from participants
Job not beneficial	Participant 3: "I compared myself to my classmates, who simultaneously finished at the university. I discovered that I had not achieved it. I have not achieved while some of my colleagues have improved."
Frustration with job	Participant 1: "It's a bit complicated and frustrating with this kind of job that you will be basing your life on a salary."
Resigned	Participant 11: "I started this thing, and it wasn't like some deliberate decision to leave the formal work and start this thing. But as I was saying when given lemons. When I was working at XXX, there was so much toxicity in the system that one could not stay there any longer. Then I had to leave. I had four more years to go, but I quit there."
At odds with reality	Participant 2: "As human beings, we tend to think about getting into

	business when we are at odds with reality. Then, when life goes the way around like no more employment, maybe retrenchment or being fired at work, and then that's when we begin to think like entrepreneurs."
Did not want to be destitute	Participant 5: "I didn't want to end up destitute".
Push factors Sub-category - Lack of career prospects	Quotations from participants
You cannot be an employee forever.	Participant 4: "...people will learn to work, and then they know because even when I started, I just told myself I wouldn't become an employee for the rest of my life. I had given myself up to 15 years."
For Survival	Participant 2: "The first business idea was to get into a venture that would quickly give me money for survival."
No more employment	Participant 2: "When life goes the way round, like no more employment, maybe retrenchment or being fired at work, and then that's when we begin to think like entrepreneurs."
Reached no option zone	Participant 2: "So, because of the no-option zone, I had no option but to start something."
Retired	Participant 8: "When I retired, I intended to go and work closer to the farm."

5.4.1.1.1 Job dissatisfaction

Participant 3 compared himself with his classmates and discovered that he had not progressed in life compared to his classmates. At the end of his contract, he decided against continuing employment because it was not beneficial. Participant 1 felt frustrated by this salary-based job, saying, *"That's why I decided just to go out there and try something not salary-based."*

Participant 11 decided to make lemonade from the lemons thrown at him at his workplace by recycling his entrepreneurial skills in his enterprise. He said, *"It's my idea, and it's just been, as they always say if thrown lemons and try to make lemonade out of it"*.

According to Martis (2013:8), extrinsic organizational factors are usually responsible for jobs that are not beneficial, as the employee does not have control over them. In agreement with what was said by the participants, McLean and Andrew (1999:95) clearly state that salary, recognition, advancement, and other rewards are part of the extrinsic variables.

Participant 2 realized relatively late that he was at odds with reality when he had no more employment and had to embark on an enterprise. The literature concurs with these circumstances as Fairlie and Fossen (2018:1) outline that, whilst other enterprisers generate ventures because of identified possibilities, some are enforced by a situation that leaves them with no option but to embark on entrepreneurship (Fairlie & Fossen, 2018:1). Thus, there is no choice but coercion, which causes the entrepreneurs to go for enterprising as a career (Sikalieh *et al.*, 2012:133) Participant 5 felt continuing as an employee will lead to poverty, *“I didn’t want to end up being destitute”*.

5.4.1.1.2 Lack of career prospects

According to Thompson (2011:1), economic downturns dampen the spirit of opportunity entrepreneurship by narrowing the profitability of bright ideas while promoting the growth of necessity entrepreneurship, whereby businesses are created due to forced job losses and the unavailability of vacancies. This is reflected in the sentiments expressed by the participants. Participant 2 claimed he recycled his talent because he had reached a no-option zone as he said, *“So, because of the no-option zone, I had no option but to start something.”*

Participant 2 asserted that he had to be enterprising because he needed money to survive, *“The first business idea was to get into a venture that would quickly give me money for survival”*.

Participant 4 had planned this, as he stated, *“I left my employment because I didn’t want to work, to keep working for somebody for very long”*.

Participant 4 left because he didn't like working for somebody for long. Participant 8 knew traditionally that in Botswana when one retired, they would go and start farming.

"Where I live or in my country, typically when people leave employment or retire, we go to our cattle post (farm)."

In confirmation of the above circumstances, Górány *et al.* (2021:334), in their research on entrepreneurship motivation, demonstrated that some push circumstances lead people to leave their jobs and that these push factors fundamentally impact their choice or motivation to launch their firm. Despite their success, push entrepreneurs are frequently viewed somewhat negatively as misfits or rejects, while pull entrepreneurship is viewed more positively (Guterman, 2021:13). The discussion on pull factors follows.

5.4.1.2 Pull factors

Pull theory of motivation (opportunity-driven motives), as opposed to push theory, will "pull the individual" and urge him to begin entrepreneurial activities (Górány *et al.*, 2021:336). The pull factors that motivated the recycled entrepreneurs to venture into entrepreneurship fall into four sub-categories: social development, environmental factors, higher income, desire for independence, and need for achievement. **Table 5.7** which continues on the next page, shows the pull factors and related reasons.

Table 5.7: Pull factors

Pull factors Sub-category- Social development	Reasons from participants
Personal advancement	Participant 1: "Also, you are looking at personal advancement now."
Enhance lifestyle	Participant 1: "You know you are enhancing other people's lifestyles."
Employ more people	Participant 1: "What do you call it, as in addition to that, now you are looking at ... so that you can employ more people?"
Pull factors	Reasons from participants

Sub-category- Environmental factors	
Lack of capital requirements	Participant 2: "Transport business where I bought a few combis and one taxi to carry people from point A to B. I did this because it was pretty faster and did not require much capital".
Follow government policy	Participant 8: "I think the first thing was the policy side. When you see a policy that is pro-what you want to do, what did I do? I took the money, sold all my cattle, over 300 herds; thanks, I managed to get people who could buy them and decided I might as well go and buy a small farm."
Government helping SMMEs	Participant 8: "And another thing also that prompted me to go into this area was, I was watching the developments on the government side in terms of the policies, the policy framework, and I realized that the government was slowly turning towards, you know, helping SMMEs in the horticultural sector to basically you know to start and nurture them to grow through various report mechanisms."
Recruited by a friend	Participant 7: "I was interested in a pest control company. I was recruited by one of my friends. He was from Zimbabwe by the name of X, the late."
Pull factors Sub-category- Higher income	Reasons from participants
Profit making	Participant 5: "For obvious reasons, profit-making." Participant 1: "It's more to do with the desired profits."
Growing industry	Participant 1: "Then because that's the core of any business, and then there is, what do you call it, as an addition, growing the industry".
Boosting economy	Participant 7: "Yes, yes. I chose this type of business for pest control to boost my country's economy and help eradicate pests."
I cannot see cash monthly.	Participant 2: "It was more interesting. Now I am counting cash daily, yet I used to see cash once a month."
To pay school fees	Participant 2: "The first business idea was to get into a venture that would quickly give me money for paying school fees, for my upkeep, et cetera et cetera."
Pull factors Sub-category- Desire for independence	Reasons from participants
Wanted own business	Participant 10: "I analyzed the results I produced at the old company I was working for. Then I discovered that I can venture into my own business." Participant 4: "So, I moved and relocated from that company or work

	because I wanted to have something for myself.”
Had established one business	Participant 4: “You know, when I, I (stammering) left employment, I (stammering) had established one business which is a multi-residential business”.
Had practice in the industry	Participant 10: “Since I had practised within this industry for several years, which was 11 years, then I discovered that this is a talent. I should stick to the trade. Because I realized the trade is within my fingertips now.”
Got financial assistance	Participant 6: “I also got some assistance from the financial providers.”
Had competitive advantage	Participant 3: “I could’ve gone into another industry, but I believe this is where I have a competitive advantage. That one is more important. Where I have a competitive advantage.”
Had saved money	Participant 6: “So, in terms of cashing out, it was a matter of getting my pension fund, which I was legible to get at my resignation. It wasn’t significant, but I already had some funds that I had saved over the years.”
Pull factors Sub-category- Need for achievement	Reasons from participants
Find opportunities	Participant 1: “..you have to go out there and find opportunities and identify the areas you can venture into.” Participant 2: “The excitement comes from being provoked to think and look at opportunities that emerge.”
Passion and interest	Participant 5: “It’s more to do with passion and interest...”
Seeking adventure	Participant 1: “Actually, it was about trying new adventures”.
Interested in consultancy	Participant 2: “So, I was very much interested in consultancy. I was doing consultancy, training, and business ideas advisory services. But I knew that this area needed me to take a lot of time to prepare. So, as I tried to put my things for consultancy.”
I felt I had a calling.	Participant 11: “So, they were quite surprised that, you know, I just took that big decision just to tell them, guys, I think I have made my contribution; maybe I have a calling somewhere.”
Best alternative	Participant 3: “So, I look at myself and know that if these people can do something like this, why not me instead of myself looking for another job elsewhere? So, that is one of the motivating factors that led me to this business. So is the best alternative means for me”.

5.4.1.2.1 Social development

Under **Social development**, Participant 1 identified 'personal advancement', 'enhancement of other people's lifestyle', and 'employing more people' as agitators that pulled him to recycle his entrepreneurial skills. Literature corroborates this as Ahmad and Seymour (2008:14-15) emphasize that even value creation in social and cultural aspects is entrepreneurial activities. Another social change theorist named EE Hagen asserts that people desire to transform their social position to gain public respect by being entrepreneurial (Chetty, 2020:2). This is further acknowledged by Reynolds (1992:47), who states that the experiences of people could influence their thought and action, so they want to do something meaningful with their lives. This is reflected in Participant 1's circumstances when he said, *"(joined the career) for obvious reasons, profit-making. Then because that's the core of any business, and then there is, as an addition to that, now you are looking at personal advancement, growing the industry so that you can employ more people, and in that case, that is how you know that you are enhancing other people's lifestyle."*

Mohamed *et al.* (2020:14) agree with Participant 1 that social development concerns both the material and non-material aspects of society and human existence. Profit-making should not be the only pull factor to start a business, as argued by Participant 1, but enhancing your own life in the community through strengthening other people's lives. Sikalieh *et al.* (2012:133) corroborate this point by arguing that entrepreneurship flourishes in societies where successful members of the community reinvest extra cash in the initiatives of their fellow community members. This is also made very clear by Burlea-Schiopoiu and Mihai (2019:1), who defined sustainability for SMMEs as constituting a balance on the one hand between financial, material, and human resources, and on the other hand with the economic and **social environment** where functions.

5.4.1.2.2 Environmental factors

From the literature, Brown *et al.* (2001:5) point out that certain environmental and business factors draw firms and individuals toward entrepreneurship. As such, the

political system, government legislation, customers, employees, and competition exemplify some environmental factors that may impact the survival of new ventures or the entrepreneur's success. Participant 8 underlines his alertness to the ecological factors by pointing out, *"And another thing also that prompted me to go into this area was, I was watching the developments on the government side in terms of the policies, the policy framework, and I realized that the government was slowly turning towards, you know, helping SMMEs in the horticultural sector to basically you know to start and nurture them to grow through various report mechanisms."*

Participant 8 was assured that watching the government policy framework can determine the success of your enterprise as there is the certainty of getting support.

Participant 7 said, *"I was recruited by one of my friends. He was from Zimbabwe by the name of X the late"*.

This means he was "pulled" by a colleague into recycling his talent. At the same time, Participant 2 realized it was easier to go into the transport business because the financial barriers were low and there was less governmental red tape.

"Transport business where I bought a few combis and one taxi to carry people from point A to B. I did this because it was faster and did not require much capital".

Reynolds (1992:47) corroborates what the participants are saying by espousing that environmental factors play an essential role in the survival of businesses.

Participant 8 was attracted to horticulture because he observed that the Government was helping and nurturing those who were active in horticulture. Gan and Xue (2021:1) cite the fact that the Latin words *hortus* (meaning "yard" or "garden") and *cultura* (meaning "cultivation") are the origins of the word horticulture. This implies that horticulture is the cultivation of plants in gardens and farms. The Government of Botswana is promoting such in the country. While this enhances food security in

Botswana, it is noted in the literature that has been discussed that this can be leveraged to promote a “green culture” among SMMEs (Mosha, 2015:55). This has been reinforced by the Botswana border closure, barring the importation of horticulture goods (Control of Goods Import and Agriculture Products Act of 1996) (Moepeng, 2013:12) which has encouraged Botswana to engage in Horticultural activities as there is now no longer any competition from imports of such. Environmental factors seem to have impacted entrepreneurial recycling rather mildly compared to other pull factors.

5.4.1.2.3 Higher income

The pull factor of **Higher income** had ‘profit-making’, ‘growing industry’, ‘boosting economy’, ‘cannot see cash monthly’, and ‘for paying school fees’ as issues that drew participants to recycle their entrepreneurial talents. Profit-making seemed to be the most vital aspect of **higher income** that attracted the recycled entrepreneurs to venture into entrepreneurial activities. Mason and Harrison (2006:67) from the literature discussed stress that recycled individuals are better placed than newcomers to generate profitable ventures as they are more rigorous in their pre-enterprise thinking, streetwise, and can connect with a powerful group using their networks, possess better consumer reliability, including spending less time raising funds.

Participant 5 became entrepreneurial: *"It has more to do with the desired profits."*
The entrepreneur leveraged recycling his talents.

‘Boosting economy’ and ‘growing industry’ were put under higher income because they are all growth dimensions that result from higher revenue. Napier and Hansen (2011:12-13) agree with what the participants did. They state that recycled entrepreneurs remain engaged and active by contributing their experience and financial resources to the local communities as coaches, shareholders, or in other ways, thereby boosting the ecosystem's resilience. The boosting of the ecosystem leads to economic and industrial growth. Participant 7 argued, *"Yes, yes. I chose this type of business for pest control because it boosts my country's economy and helps eradicate pests."*

Participant 1 saw the profit motive as paramount and the desire to grow the industry; *“Then because that’s the core of any business, and then there is, what do you call it, as an addition, growing the industry”*.

Participant 2 revolted against employment because he saw cash monthly, *“It was more interesting. Now I am counting cash daily, yet I used to see cash once a month”*.

The availability of fast cash in some enterprises enabled recycled entrepreneurs to pay school fees for their children. As noted above, recycled entrepreneurs are streetwise and understand how to overcome financial difficulties using their talents. Mason and Harrison (2006:55) agree that recycled entrepreneurs have the know-how to invest in profitable organizations.

5.4.1.2.4 Desire for independence

Among the entrepreneurial talents discussed in the literature, the **Desire for independence** was explained by Badal (2014:2-3) as the willingness to put in the necessary effort to create a profitable business. This willingness to put in the effort required to develop a thriving enterprise was expressed differently by the participants: ‘Wanted own business’, ‘had established one business’, ‘had practice in the industry’, ‘got financial assistance’, ‘had competitive advantage’, and ‘had saved money’. Due to these preceding reasons, the study deduced that the participants had inherent confidence that what they possessed enabled them to recycle their entrepreneurial skills independently.

The following pull factors seemed quite significant among the recycled entrepreneurs ‘wanted own business’ had eight frequencies, “had established one business” had six frequencies, and “had practice in the industry” had four frequencies. For example, Participant 10 had a powerful urge to be independent, as he said, *“So, I analyzed by*

looking at the results that I had produced at the old company that I was working for; then I discovered that it's, I can venture into, I mean, into my own business."

The same urge went through Participant 4, who said, *"So, I moved and relocated from that company or work to have something for myself"*.

While not pronounced, the urge that drove these entrepreneurs is implicitly apparent in that they felt they had a competitive advantage, which Participant 3 articulated as, *"I could've gone into another industry, but I believe this is where I have a competitive advantage. That one is more important. Where I have a competitive advantage."*

Hove and Masocha (2014:257) agree with the participants as they said that it is vital for SMMEs to have an explicit knowledge of the industry structure they are working in as it becomes simpler to select a game plan aimed to boost continuity by bettering production or market share.

Even for Participant 6, who claimed he had saved money and got financial assistance, that confidence of having that capacity to stand alone is attributable to having a competitive edge. Entrepreneurial talent recycling is thus the implementation of entrepreneurial talent in generating and advancing new entrepreneurial ventures following the acquisition of wealth through exiting a different company (Mason & Brown, 2014:10). The wealth could be in skills, knowledge, finance and anything they owned that made them feel they had a competitive advantage. Ettman *et al.* (2022:2) define wealth as the total worth of a person's or family's possessions, less any outstanding obligations.

According to Wang (2014:33), in agreement with what the participants did, claims that a company gains a competitive advantage when it creates or obtains a collection of characteristics (or takes actions) that enable it to outperform its rivals. The recycled entrepreneurs pronounced the pull factor Desire for independence because they felt implicitly or explicitly that they could beat the competition due to their wealth. They

thought they had “aces up their sleeves” to outperform the competition. Participants 3, 4, and 10 had industry experience, while Participant 6 had adequate financial muscle.

5.4.1.2.4 Need for achievement

The **Need for achievement** is a subconscious inherent drive to want to do better toward a certain standard of excellence, and entrepreneurs with such a drive for achievement target specified goals as a measure (Boyatzis, 2017:3). This implies that when one needs achievement, they aspire to do better in specific targeted goals. The participants, therefore, felt a gap in what they were doing and desired a higher level of exercising their entrepreneurial talents. The participants had various ways of expressing this desire to recycle their entrepreneurial talent, and the reasons were; ‘Find opportunities’, ‘Passion and interest’, ‘Seeking adventure’, ‘Interested in consultancy’, ‘Felt had a calling’, and ‘Best alternative’. Of all the reasons under **Need for achievement**, ‘Find opportunities’ seemed to influence the participants most with 13 frequencies, followed by ‘Passion and interest’ and ‘Seeking adventure’ with six frequencies each. ‘Interested in consultancy’ had four frequencies, while the others had a frequency one each.

In corroboration with what the participants did, McClelland's desire for achievement theory espouses that entrepreneurs are propelled by this drive to achieve and excel (Simpeh, 2011:3). The participant expressed this need to accomplish, succeed, compete, or exceed. The following is what they said:

Under “**Find opportunities**”, Participant 2 said he had to recycle his talents because *“The excitement comes from being provoked to think and look at emerging opportunities.”*

Participant 1 said, *“...you have to go out there and find opportunities and identify the areas you can venture into.”*

SMMEs stem from the inventiveness of entrepreneurs who can figure out opportunities notwithstanding the risks (Cacciolatti & Lee, 2015:6).

Passion and interest Participant 5 had this to say, *“It’s more to do with passion and interest.”*

An excited Participant 8 said, *“Another thing that prompted me is that I have always had a passion for agriculture, although it’s not my career. I have always had a passion for seeing myself having a few goats, cattle, you know, growing some crops here and even at my home; my friends call me Greenfingers.”*

To be passionate about a particular field of work is to strongly identify with it and feel inspired to pursue and benefit from it. (Chen *et al.*, 2020:140). This is further stressed by Jachimowicz *et al.* (2018) when they said passion is a strong feeling toward a personally significant preference that motivates intentions and behaviours to express that preference. The intense feeling drives an individual to want to do what they prefer. In agreement with the literature, Participant 8 was called Greenfingers, a nickname he got from his passion for agriculture.

In addition to passion, Participant 5 had an interest. Dictionaries (2023) consider interest to be a sensation experienced by a person whose interest, worry, or curiosity is significantly aroused by something. In addition to the strong feelings and inspiration to do what one prefers, Participant 5 had curiosity and concern about starting, managing, and operating other enterprises by recycling his entrepreneurial talents. The pull factor was much more vital in Participant 5.

For ‘Seeking adventure’, Participant 1 said, *“It was about trying new adventures”*.

Dictionaries (2023) defines adventure as an exciting or unexpected event or course of events. This implies that the recycled entrepreneur wanted to try something more exciting, albeit with an unknown period of events or even risks. This uncertainty in the

course of events probably brings excitement. Badal (2014:2-3) corroborates this by stating that risk-taking is among the entrepreneurial talents he identified, and he defines it as the ability to handle high-risk circumstances easily. Due to his experience and knowledge, the recycled entrepreneur probably felt he could easily handle risky situations.

Participant 1 was more interested in Consultancy than anything else, and he proudly said, *“So, I was very much interested in consultancy. I was doing consultancy and training on business ideas advisory services. But I knew that this area needed me to take a lot of time to prepare. So, as I tried to put my things for consultancy”*.

As already noted, interest is a feeling in a person whose attention, concern, or curiosity is particularly aroused by something. The participant had his attention, anxiety, or curiosity produced by Consultancy. He probably felt he could do something great in that area, understood what was required, and prepared for it. What differentiated him from Participants 5 and 8 was that he lacked passion.

Participant 11 espoused, *“So, they were quite surprised that, you know, I just took that big decision to tell them, guys, I think I have made my contribution; maybe I have a calling somewhere”*.

He retired because he felt he had a subconscious drive to go and help others somewhere with his entrepreneurial talents.

“So, it was just natural when I completed or retired that I then actively started working on the business consultancy,” he said.

People who see their job as a calling have a profession that engages them on a deep level and gives them a highly valued feeling of contribution and worth in their work life, according to Steger *et al.* (2010:91) in their research of whether vocation in work is holy or secular. Participant 11 needed to serve the Botswana community in a more

meaningful and robust way that added value to people's lives than operating in an environment that did not afford him such a sense of achievement.

Participant 3 compared himself to other entrepreneurs operating in the industry he belonged and concluded that he was in a better position to outperform most of the industry players as he said, *"So, I look at myself and know that if these people can do something like this, why not me, instead of myself, look for another job elsewhere? So, that is one of the motivating factors that led me to this business. So is the best alternative means for me"*.

Participant 3 must have performed an industry analysis using Porter's five forces model to judge his worth and ability to survive in the industry instead of looking for another job elsewhere. He concluded that opening up his training institution was the best alternative. This is corroborated by Juliana and Nyoman (2019), who state that Porter's model consists of five essential components: (1) The bargaining power of suppliers (Bargaining power of suppliers), (2) The bargaining power of buyers, (3) Threats from new entrants; (4) Threats from substitute products or services; and (5) Rivalry between existing firms in the industry. Porter's model helps determine the level of industry profitability, profit potential, and competitiveness and determines if a certain industry is appealing.

From the discussion of push and pull factors, it is noted that the general variation is that, whilst other enterprisers generate ventures because of identified possibilities, some are enforced by a situation that leaves them with no option but to embark on entrepreneurship (Fairlie & Fossen, 2018:1). Opportunity (pull) enterprising is connected to more growth-focused ventures than necessity (push) entrepreneurship (Fairlie & Fossen, 2020:28). However, the study notes that 75% of the recycled entrepreneurs experienced both pull and push factors that motivated them to recycle their entrepreneurial talents making it difficult to clearly say that this participant was strictly inspired by pull or push factors.

In their article on defining opportunity versus necessity entrepreneurship, Fairlie and Fossen (2020:28-29) concluded that it is difficult to draw a clear distinction between opportunity and need entrepreneurship because it is challenging to neatly dichotomize the underlying motives for beginning a firm since, for instance, economic swings are likely to have an impact on all of these elements, not just one in isolation. The fundamental issue is that it is impossible to fully understand the internal and external factors impacting a person's choice to launch a business.

Table 5.8 gives a summary of frequencies of either push and pull factors;

Table 5.8: Summary of frequencies of pull and push factors

Factor	Type of factor	Frequency
Need for achievement	pull	31%
Desire for independence	pull	20%
Social development	pull	11%
Job dissatisfaction	push	9%
Lack of career prospects	push	8%
Higher-income	pull	7%
Environmental factors	pull	1%

Table 5.8 demonstrates that the pull factor, the **Need for achievement** followed by the **Desire for independence**, seemed to have influenced the participants significantly. Generally, this study shows that pull factors impact recycled entrepreneurs much more than push factors. The discussion on the second theme follows.

THEME 2: TALENT RECYCLING EXPERIENCE

DISCUSSION ON THE TALENT RECYCLING EXPERIENCE OF RECYCLED ENTREPRENEURS IN BOTSWANA AND LITERATURE INTEGRATION

The theme of **Talent recycling experience** attends to the second research question, where participants were asked to explain their experience as recycled entrepreneurs, starting from the beginning to the stage where they are now.

Research Question 2 (RQ2): Tell me about your experience as a recycled entrepreneur, starting from the beginning up to the stage where you are now

Table 5.9 which continues on the next pages, illustrates the theme, categories, sub-categories (factor), and codes (reasons) from the 12 interviews.

Table 5.9: Talent recycling experience theme

THEME	CATEGORY	SUB-CATEGORY(FACTOR)	CODES (REASONS)
Talent recycling experience	Interest in recycling	Personal	Moved out of my comfort zone
			Like working with people
			Exciting experience
			Use your knowledge
			Different kinds of satisfaction working for myself
			Good to see excited customers
			Getting good feedback
			Interesting and challenging
			I do not regret the decision.
			It feels good going through challenges.
			Think outside the box.
			Opportunity to grow
			It makes you work hard.
			Feel blessed
			Learn to be active.
			I am amazed at the little information people have
			Opportunity to change lives
			Have lessons to share

			Now a player and not a spectator
			Empower others
			Quite enlightening
			Started business whilst young
		Business wise	Generate own income
			Architect of own business
			Don't wait for instructions.
			Don't reap if you don't work.
			Getting repeat business
			It's hands-on
			Appreciate input from CEDA
			Industry growing
			LEA helps with business proposals
			Celebrate 50% achievement.
			Manage your own time.
			Brought quick money
			Company growing
			It's about profit.
	Prior information		Had experience and exposure
			Was educated
			Looked at my capabilities
			No information
			Looked within market
			I had very little information.
			Availability of information
			No business experience
			networked
			Had no business background
			Had two businesses
			Google information

	Risks		Challenging journey
			Challenges are regular
			Retailing is hectic
			Farming has a host of challenges.
			Tendering involving
			Had communication challenges
			Retiring meant going to the farm
			Work experience may not correspond with entrepreneurship.
			No comfort and job security
			Adult businesses are disadvantaged.
	Considerations for starting a business	Alertness Market Uniqueness Funding Business structures Need	
			Passion consideration
			Being alert for new opportunities
			Market research
			Creating multiple streams of income
			Market not saturated
			Check population
			Competitive edge
			Capabilities and knowledge
			Don't copy
			Capital
			Sell shares
			Right employees
			Age
			Sustainability of business
			Can make a profit
			Demand of product
	Considerations	Permanent loss	Recession time

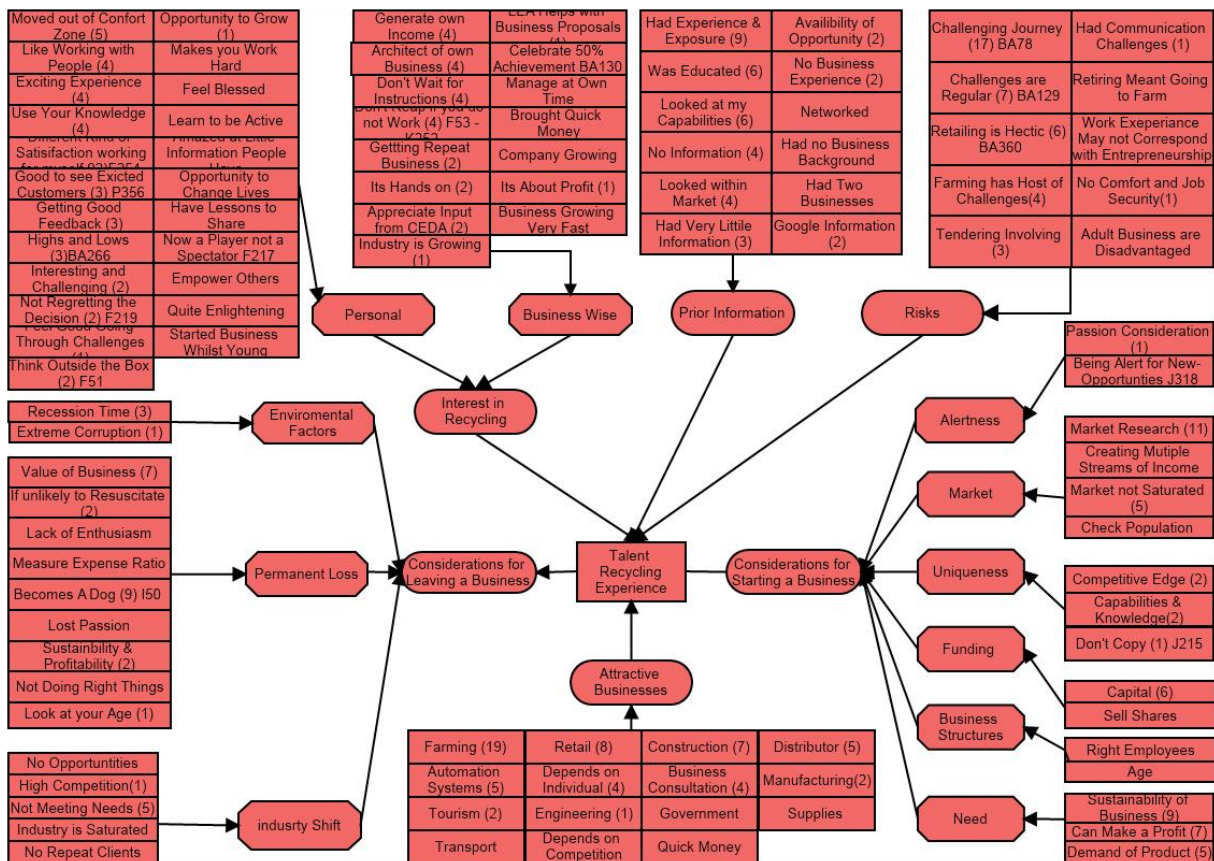
	for leaving a business		Extreme corruption
		Environmental factors	Value of business
			If unlikely to resuscitate
			Lack of enthusiasm
			Measure expense ratio
			Becomes a dog
			Lost passion
			Sustainability and profitability
			I am not doing the right things.
			Look at your age.
	Industry shift		No opportunities
			High competition
			Not meeting needs
			Industry is saturated
			No repeat clients
	Attractive businesses		Farming, retail, construction, distributor, and automation systems depend on the individual, business consultation, manufacturing, tourism, engineering, government, supplies, and transport depend on competition and quick money.

5.4.2 TALENT RECYCLING EXPERIENCE THEME

Recycled entrepreneurs explained their experiences, and from their experiences, categories, sub-categories, and codes were identified. Although there has been much research on the nature, value, and significance of entrepreneurship, knowledge and evidence demonstrating the spirit of recycling are sparse. Much of what is there is abstract and lacks proof from these people's experiences (Hopkins & Bassett, 2015:6). Through semi-structured interviews, the 12 participants talked freely about their experiences and perceptions (Kallio *et al.*, 2016).

In this study, the factors related to the recycled entrepreneurs' experiences are reflected in the network diagram below. The experience fell into six categories: interest in recycling, prior information, risks, considerations for starting and leaving a business, and attractive companies.

Figure 5.3: Network diagram on entrepreneurial talent recycling experience



5.4.2.1 Interest in recycling

Entrepreneurial recycling is the method through which businesspeople exchange, acquire, and convert human, social, organizational, and financial capital throughout their whole entrepreneurial lifespan (Slavec Gomezel & Stritar, 2022:64). Through this process, recycled entrepreneurs have a lot of things to share about their experiences

and among that is the interest they have in recycling their talents. Your interests are the activities you find enjoyable(Dictionaries, 2023). Their interests are personal and business.

Under personal interests, the recycled entrepreneurs stated these as things that they enjoy about recycling their talent: Moving out of their comfort zone, working with people, having exciting experiences, using their knowledge, different kinds of satisfaction working for themselves, and good to see excited customers, getting good feedback, not regretting the decision, feel good going through challenges, think outside the box, the opportunity to grow, makes you work hard, feel blessed, learn to be active, amazed at little information people have, the opportunity to change lives, have lessons to share, now a player and not a spectator, empower others, quite enlightening, and started business whilst young. For business interests, the participants had: generate their income, Architect their own business, don't reap if they don't work, get repeat business, it's hands-on, appreciate input from CEDA, industry growth, LEA helps with business proposals, celebrate 50% achievement, manage at own time, brought quick money, company growing, and it's about profit.

5.4.2.1.1 Personal interests

A personal interest is an interest that relates to one particular person rather than to other people(Dictionaries, 2023). Table 5.10 which continues on the next pages, shows the interest code and the explanations from participants.

Table 5.10: Personal Interests

Interest codes	Explanations from participants
Moved out of my comfort zone	Participant 2: "I think I should use the word interesting or challenging because once you start to do your things, you are put in a position to think outside the box. You are put in a position; you are moved out of your comfort zone because normally when you are working, you know there is a salary coming even if you sleep even if you do not go

	to work; even when you do this, you are assured of the cheque.”
Like working with people	Participant 7: “What motivates me is that I like to work with people. To interact, and I like to help others. So that motivates me as I meet many people”.
Exciting experience	Participant 2: “The excitement comes from being provoked to consider emerging opportunities. That’s quite exciting, but also because of the long work period where we used to sleep, to be loafers.”
Use your knowledge	Participant 2: “Technically, in terms of training, you see, training is about knowledge and skills. Suppose I train 1,000 people per year. I have given knowledge to 1,000 people who might be managers to 1,000 companies, and that knowledge will cascade to almost everybody”.
Different kinds of satisfaction working for myself	Participant 9: “But there is still a different kind of satisfaction uuh working for yourself because you go through challenges. You go through so many things. But it’s worth it because you know the real vision, you know it’s your dream, it’s your baby, and it’s different.”
Good to see excited customers I am amazed at the little information people have Empower others	Participant 11: “I have, and also just looking at the market and seeing the little information that people have that if one gets into that space, you can empower and see those excited customers you know that you have assisted. It’s just giving that satisfaction to see those satisfied, you know, customers.”
Getting good feedback	Participant 11: “Relating actually to seeing all those concepts and putting them together in the document and being able to put things in the proper sections and the feedback I got from my partner,

	particularly in the business development space, where he said you are perfect in this area of your finances”.
I do not regret the decision.	Participant 08: “So I felt something must keep me moving. So that’s where I am, and I am not regretting my decision, notwithstanding the challenges. I am not regretting it.”
It feels good going through challenges.	Participant 9: “It’s just a feel-good to be going through all those challenges.”
Opportunity to grow	Participant 8: “This is an opportunity to grow, the opportunity to change the lives of other people, the opportunity of seeing yourself doing something different; I would say that is something that triggered me”.
It makes you work hard.	Participant 2: “So you wouldn’t, you will not be able to reap anything if you don’t work for it. So, that’s what’s more challenging now. So, it makes you think. It makes you work hard. It makes you get involved in a greater sense.”
Feel blessed	Participant 11: “You see, I was blessed to be just to have entered the corporate world when computerization was starting, and breweries were the first guys to do so.”
Learn to be active.	Participant 1: “The most interesting part is it’s challenging, and you learn to be active and hands-on. You don’t wait for instructions. When employed, you mostly wait to be told what to do.”
Have lessons to share	Participant 8: “I think there are things that, the lessons that I have learned from here that I can share with others, be they seasoned entrepreneurs or people who are trying to venture into business. There are some lessons that I can share with them.”
Now a player and not a spectator	Participant 8: “And I want to believe that to the extent that I am also now a player and not a spectator, I think there are things that, the lessons that I have learned from here that I can share with others.”
Quite enlightening	Participant 11: “No, no, it is interesting because you can now see that whatever one was doing at work, you can now put it to another

	excellent use. After all, if you look at my profile, I have mostly been in the manufacturing and food processing industry. So, I just had the opportunity in the past year to prepare a business plan for this guy who wanted to go into meat processing. It was quite enlightening”.
Started business whilst young	Participant 9: “I wanted to explore my potential. I wanted to see if I could be an employer and discover that I was still very young then. So, I wanted to explore more about myself.”

A person works in a comfort zone when they are in a state of behaviour that is anxiety-neutral, employing a small number of actions to produce a consistent level of performance, typically without feeling in danger(White, 2009:2). Being **moved out of comfort zone**, therefore, implies increasing the number of actions required to achieve higher targets in circumstances surrounded by risk which causes anxiety. Participants understood and appreciated their cases, as Participant 2 said,

“I do not know whether I should use the word interesting or challenging because once you start to do your things, you are put in a position to think outside the box. You are put in a position to eh, you are moved out of the comfort zone because normally when you are working, you know there is a salary coming even if you sleep, even if you do not go to work, even when you do this, you are assured of the cheque.”

Entrepreneurs are drawn out of their comfort zones and forced to think outside the box when they run their enterprises. This is so because they are no longer assured of a monthly income as employees. **Thinking outside the box** suggests that the mind encompasses the physical body and the tools, symbols, and other artefacts used to interact with the outside world (Clark, 2008:539). The participants must think outside the box and embrace the universe outside the skull to fully grasp the richness of cognition in sustaining their enterprises (Clark, 2008:539).

While moving out of their comfort zone and thinking outside the box, the participants did the activities they undertook. Although the activities were challenging, learning to be active and hands-on was exciting. Participant 1 said, *“The most interesting part is it’s challenging, and you learn to be active, hands-on. You don’t wait for instructions. When employed, you mostly wait to be told what to do.”*

Participant 7 claimed that when you are employed, you tend to wait for instructions and do not think independently. You, therefore, are not as active and **hands-on** as a recycled entrepreneur. Instead of merely talking about something or having someone else do it, hands-on work is doing it (Dictionaries, 2023). According to Participant 7, an employee is usually idle if they do not get instruction on what must be done. Being moved out of their comfort zone, thinking outside the box, and being hands-on made the recycled entrepreneurs **work hard**. Participant 2 acknowledges this by arguing, *“So, you wouldn’t; you will not be able to reap anything if you don’t work for it. So, that’s what’s more challenging now. So, it makes you think. It makes you work hard. It makes you get involved in a greater sense.”*

Participant 9, however, feels that despite the challenges inherent in thinking outside the box and being moved out of their comfort zone, they **feel good going through those challenges**, *“You know, it’s just a feel good to be going through all those challenges.”*

Participant 8 supports the above argument by positing, *“I am not regretting my decision, notwithstanding the challenges. I am not regretting it.”*

The participant also felt good going through the challenges and did not regret the decision to recycle his skills. Participant 8 felt strongly that the challenges they go through are **an opportunity to grow** and change the lives of others, as he says, *“This an opportunity to grow, the opportunity to change the lives of other people, the opportunity of seeing yourself doing something different; I would say that is something that triggered me”.*

It can be observed that recycled entrepreneurs do both business and philanthropy as they willingly change other people's lives.

The desire to change the lives of other people by being philanthropic is evident in the statement uttered by Participant 7, who said,

“What motivates me is that I like to work with people. To interact, and I like to help others. So that motivates me as I meet many people”.

He said he **likes working with people** and **helping them**. This is what inspired him. Participant 8 took this further by happily stating that he is now a player in the country's economic development and not a spectator. He had lessons to share with others from his experience as a recycled entrepreneur, *“And I want to believe that to the extent that I am also now a player and not a spectator, I think there are things that, the lessons that I have learned from here that I can share with others.”*

In line with what Participant 8 said, Participant 11 believed his experience was **quite enlightening** and exciting in that he used his previous employment knowledge to help his clients.

“No, no, it is interesting because you can now see that whatever one was doing at work, you can now put it to another excellent use. After all, if you look at my profile, I have mostly been in the manufacturing and food processing industry. So, I just had the opportunity in the past year to prepare a business plan for this guy who wanted to go into meat processing. It was quite enlightening”.

Participant 11 continued to say the previous employment knowledge he gained and is now able to recycle makes him **feel blessed**, *“You see, I was blessed to be just to have entered the corporate world when computerization was starting, and breweries were the first to do so.”*

To that end (Mack & Mayer, 2016:2129; Spigel & Harrison, 2018), recycling is a crucial component of resource flow within ecosystems. Due to the wealth of knowledge he possessed, Participant 11 enjoyed the **good feedback** he got, *“Relating to seeing all those concepts and putting them together in the document and being able to put things in the proper sections and the feedback I got from my partner, that I was particularly good in the business development space, especially this area of finances”*.

Participant 11 also bemoaned the **little knowledge** people had but enjoyed seeing his **customers display excitement** as a result of enjoying his service and the way he **empowers them** through his deeds.

“I have, and also just looking at the market and seeing the little information that people have that if one gets into that space, you can empower and see those excited customers you know you have assisted. It’s just giving that satisfaction to see those satisfied, you know, customers.

Acquiring information and knowledge is thought to promote improved literacy (Fogg-Rogers et al., 2015:1), which is vital for business performance.

Participant 9 enjoyed the idea that she started entrepreneurial activities **as a young woman** with an urge for adventure. She said, *“I wanted to explore my potential. I wanted to see if I could be an employer and discover that I was still very young then. So, I wanted to explore more about myself.”*

She was not deterred by the challenges, which made her resolve stronger.

“But there is still a different kind of satisfaction working for yourself because you face challenges. You go through so many things. But it’s worth it because you know the real vision, you know it’s your dream, it’s your baby, and it’s different.”

She had that **kind of satisfaction** derived from the full knowledge that she was pursuing her dream.

5.4.2.1.2 Businesswise interests

Business interests are rewarding pursuits involving creating, acquiring, and selling goods and services (Collins, 2023); in this case, the enjoyable pursuits result from entrepreneurial talent recycling. The participants identified these as interesting things resulting from recycling their talent entrepreneurially: generating their income, architects of their own business, not reaping if they don't work, getting repeat business, it hands-on, appreciating input from CEDA, industry growth, LEA helps with business proposals, celebrate 50% achievement, manage at own time, brought quick money, company growing, and it's about profit.

Table 5.11 which continues on the next page, shows the interest codes and what the participants said.

Table 5.11: Businesswise interests

Interest codes	What the participants said
Generate own income Manage your own time.	Participant 5: "You, you are your boss. You create employment for people. You generate income for yourself and others and manage things on time."
Architect of own business	Participant 3: "Okay, when you go into your own business. You are the architect of everything in your business."
Don't wait for instructions.	Participant 1: The most exciting part is that it's challenging, and you learn to be active and hands-on. You don't wait for instructions. When you are employed, you are mostly waiting to be told what to do, unlike here because you have to go out there and find opportunities and identify the areas that you can venture into

Don't reap if you don't work.	Participant 2: "If you do not work, you cannot expect water to come out of the reservoir if you do not put water inside that reservoir. So, you wouldn't; you will not be able to reap anything if you don't work for it. So, that's what's more challenging now. So, it makes you think. It makes you work hard."
Getting repeat business	Participant 9: "So I get the necessary professionals involved to execute projects seamlessly, and I get repeat business. My clients are happy".
Appreciate input from CEDA	Participant 1: "I don't have anything terrible about CEDA or any of these financiers because CEDA is the government arm for assisting small businesses. I appreciate their input, but now the red tape associated with that".
Industry growing	Participant 10: "Well, this industry is growing within Africa, so it's quite motivating. My motivation I get it from looking at the developed countries".
LEA helps with business proposals	Participant 7: "In the line of LEA, they just help with the business plan. These plans they assisted"
Celebrate 50% achievement.	Participant 5: "Because that's why you know you have an annual plan. But if you can achieve 50% of what you have planned or at least 50% of what you have planned. Now, you should celebrate that."
Brought quick money	Participant 2: "I was pursuing the transport agenda, which brought quick money into the family."
Company growing	Participant 7: "Interestingly, the company has grown recently, and so we started as two people, and now the company has about 12 staff members."
It's about profit.	Participant 1: "Yes. So, as time went on, I started being on my own. I started understanding how things were going. It's all about the money, profit."

As far as running their businesses is concerned, the participants found it quite enjoyable that they could **generate their income**, create employment and **manage the companies in their own time**. They explained that it is also quite pleasant to be your boss. Participant 5 said, *“You, you are your boss. You create employment for people. You generate income for yourself and others and manage things on time.”*

The joy of generating one's income is evident in what Participant 2 said, *“I was pursuing the transport agenda, which brought quick money into the family.”*

Getting money and profit is essential to operating and managing enterprises; as Participant 1 said, *“Yes. So, as time went on, I started being on my own. I started understanding how things were going. It's all about the money, profit.”*

Alstete (2008:584) made findings that were in line with what the participants stated, that entrepreneurs enjoy independence, freedom, job satisfaction, and money. However, the long hours, stress, responsibility, risk, and lack of company benefits are disadvantages of entrepreneurial activity. Participant 3 touched on being **an architect of your business** when he said, *“Okay when you enter your own business. You are the architect of everything in your business.”*

All this is in line with being your boss; after that, you decide on the success of your enterprise. According to Dictionaries (2023), an architect is the deviser, maker, or creator of something. When you are your boss, you devise your company's operations, and you can take or reject instructions from others. Participant 1 confirmed this by stating, *“The most interesting part is it's challenging, and you learn to be active, hands-on. You don't wait for instructions. When you are employed, you are mostly waiting to be told what to do, unlike here because you have to go out there and find opportunities and identify the areas that you can venture into.”*

The participant took a dim view of an employee in that employees depend on other people's instructions to do some work. According to Garner (2014), a person in the

service of another under any contract of hire, express or implied, oral or written, where the employer has the power or right to control and direct the employee in the material particulars of how the work is to be performed, is what is meant by the term "employee." Participant 1 further argued that an employee does not even go out there to seek job opportunities. For the recycled entrepreneur, seeking opportunities is vital, as Participant 2 asserted,

"If you do not work, you cannot expect water to come out of the reservoir if you do not put water inside that reservoir. So, you wouldn't; you will not be able to reap anything if you don't work for it. So, that's what's more challenging now. So, it makes you think. It makes you work hard."

Working hard is thus a lifestyle if you have to reap any profits as a recycled entrepreneur. This is what makes you think outside the box. **You reap what you sow**, as he puts it. One can get repeat business through working hard and engaging professionals who do well. Participant 9 said, *"So, I get the professionals involved to execute projects seamlessly and get repeat business. My clients are happy"*.

The customers are satisfied with the results of her work, as demonstrated by their happiness.

The participants are also delighted with the **assistance they get from CEDA and LEA** in terms of processing business plans but regret the red tape involved. Participant 1 said:

" I don't have anything terrible about CEDA or any of these financiers because CEDA is the government arm for assisting small businesses. I appreciate their input, but now the red tape associated with that".

Participant 7 expressed his **satisfaction with LEA**, *"In the LEA line of work, they just help with the business plan. These plans they assisted"*

The participants find what they do quite interesting as it results in **industry growth**. Participant 10 said, *“Well, this industry is growing within Africa, so it’s quite motivating. The motivation I get is from looking at the developed countries”*.

Industry growth implies an industry that has become increasingly popular or profitable (Dictionary, 2002). Participant 7 confirms the participants’ contribution by joyfully stating, *“Interestingly, the company has been growing recently, so we started as two people, and now the company has about 12 staff members.”*

The growth of the industry is attributable to the **growth of the companies**. The participants find it motivating to manage and operate increasingly popular or profitable businesses but also tolerate the difficulties encountered by celebrating 50% success of their plans. Participant 5 said the following to that effect.

“Because that’s why you know you have an annual plan. But if you can achieve 50% of what you have planned or at least 50% of what you have planned. Now, you should celebrate that.”

This also demonstrated the complex world in which recycled entrepreneurs operate.

5.4.2.2. Prior information

The participants had varying positions regarding prior information, and their previous information varied from no knowledge to being educated in the business area in which they were venturing. However, they generally appreciated that they had the necessary experience and exposure in the operation and management of the business. Prior knowledge or information is a launching pad for exploring new topics and a mesh that connects, links, correlates, and associates with further details to create unique and enhanced knowledge (Diaz, 2017).

The participants identified these as prior information they had before venturing into recycling their talents: had experience and exposure, was educated, looked at my capabilities, no info, looked within the market, had very little information, availability of opportunity, no business experience, had two businesses and googled information.

Table 5.12 which continues on the next page, shows the prior information codes and what the participants said.

Table 5.12: Prior information

Prior information codes	What the participants said
Had experience and exposure	Participant 2: <i>"I knew before leaving employment I had at one-point taxis, so I had some experience and industry exposure. Now that I was on a full-time basis, I said let me get back into this business because I had a feel of it during my working career."</i> Participant 10: <i>"But now the interesting part is if you have done it for so many years, it comes out well to the customers. To do installations of this nature, you need experience; it's quicker to understand what the other supplier offers."</i>
Was educated	Participant 07: <i>"I had less information when I started this company. The information was that I was not good at that. So, my late partner is the one who put me into the limelight."</i>
Looked at my capabilities	Participant 10: <i>"I think I looked at my capabilities and also at my ...because from the time I started working for a company up to the time I left, by the time I went, I was able to do several duties within the company. I was able to market and speak to the clients out there. Then assess what needs to be done, price, then make a follow-up, then the client responds until we get a purchased order, then I dispatch the guys to the sites to execute them or install the system the client requires"</i>

No information	Participant 09: <i>"I had none. All I knew was my father was retiring from his construction company, and he just wanted to retire and be an old man and enjoy his retirement, and I saw that as an opportunity."</i>
Looked within the market	Participant 10: <i>"I made that decision to start the business. I looked within the market and studied it and had to look into the approaches. Financially, I had to look at all the systems, starting from procurement, installations, management, and responding to calls. I looked into all the systems within the business, and I considered all of them. Then, I decided to start but not work alone. I had to engage the people with the right expertise."</i>
I had very little information.	Participant 04: <i>"I... wouldn't say I had a lot of information, but (clearing his voice) I had very little information but wanted to go out and start looking for the information I needed. Because I worked for the Ministry of Trade, I had some inside information about businesses and other things as I worked there."</i>
Availability of opportunity Googled information.	Participant 06: <i>"The information I had was just conversations with the Department of Tourism. It was some of the statistics that they shared with me, the availability of the opportunity, and just going through Google. Seeing how other properties are doing, what they are charging."</i>
No business experience	Participant 1: <i>"It's a bit complicated because there wasn't any experience in the business field and a bit of frustration of this kind of job that you will be basing your life on a salary."</i>
Had two businesses	Participant 1: <i>"Yes, but on the other hand, we have two businesses, the construction one whereby we are focusing on the small packages, not bigger ones, large-scale construction. We only do small scale"</i>

Many participants indicated they had accumulated experience and exposure in running a business before exiting. The knowledge and orientation also related to the talents they

were recycling. The recycled entrepreneurs who are seen as learning throughout their entrepreneurial talent recycling career build on what they already know, and from there, they create, construct, and reconstruct their prior knowledge as they learn from their past and integrate their present experiences and perceptions of reality (Geofrey, 2021). To that effect, Participant 10 said,

“But now the interesting part is if you have done it for so many years, it comes out well to the customers. To do installations of this nature, you need experience; it’s quicker to understand what the other supplier offers.”

The participant appreciated how easy and pleasant it was to conduct business based on his accumulated prior information. Participant 2 had very **relevant experience and exposure** before exiting employment as he acclaimed

“I knew before leaving employment I had at one-point taxis, so I had some experience and industry exposure. Now that I was on a full-time basis, I said let me get back into this business because I had a feel of it during my working career.”

Participant 10 explains the advantages he had because of prior information,

” I think I looked at my capabilities and also at my ...because from the time I started working for a company up to the time I left, by the time I went, I was able to do some duties within the company. I was able to market and speak to the clients out there. Then assess what needs to be done, price, then make a follow-up, then the client responds until we get a purchased order, then I dispatch the guys to the sites to execute them or install the system the client requires”.

He could undertake numerous activities in his business area because of his prior experience as an employee. This gave him a lot of motivation to leave employment and start his enterprise as he said that he **looked at his capabilities** and realized that he had all that was required to start his own business.

Participant 4 argued that although he **had little information**, he realized that having worked in the Ministry of Trade, he had adequately acquired relevant experience and exposure in the sector he was venturing into. He said the following,

“I wouldn’t say I had a lot of information, but (clearing his voice) I had very little information but wanted to go out and start looking for the information I needed. Because I worked for the Ministry of Trade, I had some inside information about businesses and other things as I worked there.”

However, a few participants, like Participant 9, did **not have prior information** in the area they landed in but were able to sustain their businesses probably due to their experience and exposure in their previous employment, which enabled them to identify what is necessary for the sustenance of an enterprise. She took up self-employment as an emergent opportunity in the family not to be missed. Participant 9 said the following,

“I had none. All I knew was my father was retiring from his construction company, and he just wanted to retire and be an old man and enjoy his retirement, and I saw that as an opportunity.”

Geoffrey (2021) argues that it is common knowledge that people in similar circumstances, like these entrepreneurs, learn as they progress in their careers, building on the inside and understanding they have gained via formal and informal encounters. Participant 9 was not the only participant who decided to recycle her talent due to an emergent opportunity; Participant 6 also noted an option in the Tourism Industry and took it up. Luckily, he had some relevant prior information he gained through **googling**, observation, and making inquiries. He said,

“The information I had was just conversations with the Department of Tourism. It was some of the statistics that they shared with me, the availability of the opportunity, and just going through Google. Seeing how other properties are doing, what they are charging.”

Participant 1 had **no prior experience** and knowledge in the sector he ventured into, and he said,

“It’s a bit complicated because there wasn’t any experience in the business field and a bit of frustration with this kind of job that you will be basing your life on a salary.”

He ventured into business without the relevant business knowledge due to frustrations within his job and had to go to school to augment his knowledge. This brings out the significance of prior information or knowledge, as he said,

*“You find that I got into this without any business background, and **so** I started schooling again on the other hand, and I was schooling as I was doing business to get more insight on the business value and management aspect.”*

This also aligns with the argument that such people build on the knowledge and understanding they have gained via formal and informal encounters. As he was learning and conducting his business activities, Participant 1 ended up operating and managing **two businesses**, as he explained below,

“Yes, but on the other hand, we have two businesses, the construction one whereby we focus on small packages, not bigger or large-scale construction. We only do small-scale jobs.”

Participant 7 was also in similar circumstances to Participant 1. Besides going back to school, he **was educated (mentored)** by a friend due to **less information**, and he said,

“When I started this company, I had less information. The information was that I was not good at that. So, my late partner is the one who put me into the limelight.”

Participant 10 demonstrated the relevance of their previous experience and exposure to business before starting his own business by stating,

“I made that decision to start the business. I looked at the market and studied it and had to look into the approaches. Financially, I had to look at all the systems, starting from procurement, installations, management, and responding to calls. I looked into all the systems within the business and considered all those, then

decided to start but not work alone. I had to engage the people with the right expertise.”

It is unusual for someone without the relevant experience and exposure to **look within the market**, as explained by Participant 10, to study the market, examine all the appropriate financial systems on the market, and then decide to start a business. Misconceptions might undoubtedly result from inaccurate information. (David, 2017). Considering his knowledge and experience, such was unlikely.

5.4.2.3 Risk of recycling entrepreneurial skills

According to Dictionaries (2023), risk involves doing something even if you know something may go wrong, and you nevertheless take a chance and do it. Recycled entrepreneurs identified the risks that confronted them due to recycling their skills in entrepreneurial ventures, but they kept recycling their talents. These are the risks they identified: it's a challenging journey, challenges are regular, retailing is hectic, farming has a host of challenges, tendering is involving, communication challenges, retiring meant going to farm, work experience may not correspond with what's on the ground, no comfort and job security, and adult businesses are disadvantaged. Table 5.13 which continues to the next page, shows the risk codes and what the participants said about them.

Table 5.13: Risk codes and quotations

Risk codes	What the participants said
It's a challenging journey.	Participant 1: <i>“It has been quite a challenging journey with its highs and lows.”</i>
Challenges are regular	Participant 3: <i>“Yes, it's constant. Challenges are constant.”</i>
Retailing is hectic	Participant 11: <i>“I have experience also as a retailer because, remember, I had the opportunity also of being a finance manager at</i>

	<i>retailers like Builder's Merchants, and it's quite a hectic environment pilferage and all sorts of things."</i>
Farming has a host of challenges.	Participant 11: <i>"So I am looking at diversifying and bringing in other companies that can help so that if I have issues here, I know I can go to farming. Farming also has many challenges, but if you see the land I have, you will wonder if you see the distance that I have, you will wonder - many have made it in life when people see those assets. You know you have made it in life, kkk they don't know that you need cash flow to run these things."</i>
Tendering is involving	Participant 1: <i>"The most challenging part with construction is the details. A lot of preparatory work in terms of tendering."</i>
Had communication challenges	Participant 11: <i>"Judging someone by how they speak is not fine. They say you are too slow and take a lot of time to make a point kkkkk. It's like when you express the ideas; it's non-convincing."</i>
Retiring meant going to the farm	Participant 8: <i>"Where I live or in my country, typically when people leave employment or retire, we go to our cattle post. It's because when you are still working, you buy a few herds of cattle and a small farm there, and ultimately when you leave, you want to go now and focus on doing that."</i>
Work experience may not correspond with what's on the ground.	Participant 4: <i>"You know what is interesting is that what you apply when you are working does not necessarily uhm correspond with what is on the ground because as a worker, you know, things are straightforward, aa ee very easy, you don't see things from an entrepreneurial point of view. This is because you are under the government. You get paid daily, but once you get out there, you will see that things are different."</i>
No comfort and job security	Participant 9: <i>"Yes, there is no comfort, and there is no job security. You are not guaranteed a salary if you don't work or eat. That comfort is not there. The comfort of being guaranteed a salary at the end of the month".</i>
Adult	Participant 1: <i>"You have even forgotten that now, even me, by</i>

businesses are disadvantaged.	<i>exiting that young age, I became a disadvantaged adult. Some disadvantaged adults are out there owning businesses.”</i>

According to Macko and Tyszka (2009:469), entrepreneurs are thought to be more susceptible to risk than other people, which is reflected in what the recycled entrepreneurs experience. Most participants acknowledged that recycling entrepreneurial talent had challenges, as pointed out by Participant 1, who said, *“It has been quite a challenging journey with its highs and lows.”*

He highlighted that while the challenges are there, enjoyable moments were also present, as discussed under section 5.4.2.1.2 (p.251) on Businesswise interests. The **challenges they experienced were regular**, as stated by Participant 3, who said, *“Yes, it’s constant. Challenges are constant.”*

Due to the frequent challenges, the participants indicated that entrepreneurial talent recycling had **no comfort and job security**. Participant 9 said, *“Yes, there is no comfort, and there is no job security. You are not guaranteed a salary if you don’t work or eat. That comfort is not there. The comfort of being guaranteed a salary at the end of the month”.*

There is no pay guarantee in the recycling of entrepreneurial talent, as Participant 9 emphasized. However, entrepreneurship can consistently offer a substitute for the conventional job-seeking ways of gaining economic stability(Randolph-Seng *et al.*, 2015:24).

The participants were able to point out the different areas where risk is apparent when recycling entrepreneurial talent. Firstly, the participants stated that **work experience may not correspond with what you find on the ground** when recycling your talent. Participant 4 argued,

“ you know, what is interesting is that what you apply when you are working does not necessarily correspond with what is on the ground because as a worker, you

know, things are straightforward, very easy, you don't see things from an entrepreneurial point of view. This is because you are under the government. You get paid daily, but once you get out there, you will see that things are different."

The differences he discussed are that as a worker, there are things you take for granted, like the salary and job security when being a government employee. The frequent choice for a job with tenure and protection, which an organization often offers, can be seen as the expression of a need for safety (Maslow, 1954:87). These things are not there when you are self-employed. You learn to fend for yourself. Contrary to popular belief, entrepreneurship and financial stability go hand in hand (Gibson, 2015:40).

Participant 11 did not take kindly to retailing despite being an attractive and **hectic business** sector. This is what he said,

"I have experience also as a retailer because, remember, I had the opportunity to be a finance manager at retailers like Builder's Merchants, and it's quite a hectic environment, pilferage and all sorts of things."

Participant 11 raised concerns about a high level of **pilferage in the retail sector**, among other things. Moral disengagement is the primary psychological mechanism that enables retail employees to steal at work without feeling guilty or subjected to self-censure, according to the social cognitive theory of self-regulation (Harris & He, 2019:57). However, moral leadership and moral identity centrality prevent moral disengagement theft.

Besides retailing, Participant 11 complained about **farming having a host of challenges** as he argued,

"So, I am looking at diversifying and bringing in other companies that can help so that I can go to farming if I have issues here. Farming also has many challenges, but if you see the land I have, you will wonder if you see the distance that I have, you will wonder - many have made it in life when people see those assets. You

know you have made it in life, kkk. They don't know you need cash flow to run these things."

Participant 11 was preparing to go into farming as he had accumulated substantial assets, including land. He appreciated that some people have made it in farming but not without encountering many challenges, including managing a stable cash flow. Risks and opportunities exist for agricultural yield-increasing measures and management (Röös *et al.*, 2018). Despite the risks in farming, Participant 8 mentioned that **farming is usually a no-option zone for retirees** in Botswana,

"Where I live or in my country, typically when people leave employment or retire, we go to our cattle post. It's because when you are still working, you buy a few herds of cattle and a small farm there, and ultimately when you leave, you want to go now and focus on doing that."

Participant 11, just like Participant 8, had also accumulated substantial assets as he prepared for his farming activities after employment.

Another area of risk was raised by Participant 1, who said,

"The most challenging part of construction is the details. A lot of preparatory work in terms of tendering."

He was not happy with the details of the construction sector as it relates to tendering. According to him, the details in the construction sector make **tendering cumbersome**. Sohail and Cavill (2008:4) concur that every construction life cycle, including the tender process, has plentiful problems and corruption, so accountability is needed.

Some risks recycled entrepreneurs encountered were personal, as exemplified by Participant 11, who complained of his **communication problems**,

"Judging someone by their speech is not fine. They say you are too slow and take a lot of time to make a point kkkkk. When you express the ideas, it's non-convincing".

Participant 11 was not that eloquent even during the interview, but he understood his deficiency as it affected his ability to cut deals. His interview took a bit longer because he answered questions roundaboutly. Effective communication is essential for entrepreneurial success at all phases, including when developing an innovative concept, spreading it to the rest of the world, organizing a team, and turning it into a thriving, lucrative company enterprise, among other things (Joshi *et al.*, 2014). He was bitter about being judged by his speech when he was competent in many aspects of his entrepreneurial activities. He attributed the speech inadequacies to the nature of his former work experience, where he had minimal communication with people as he interacted more with the financial books.

“As an accountant, you know you are not used to talking, but even in board rooms, you find me much quieter.”

Age is another risk factor for recycled entrepreneurs in that the government prefers to provide privileges to youth ventures than to adult ventures, and Participant 1 said the following to that effect, *“You have even forgotten that now, even me, by exiting that young age, I became a disadvantaged adult. Some disadvantaged adults are out there owning businesses.”*

Governments worldwide emphasise youth entrepreneurship as a crucial part of combating youth unemployment by integrating young people into the labour force (Svotwa *et al.*, 2022:2). Adult ventures are indeed disadvantaged.

5.4.2.4 Considerations before starting a business

Recycled entrepreneurs considered various factors before starting a business during their entrepreneurial talent recycling experience. Beginning a business is a process that might take years to develop and provide fruit rather than an immediate event (Mazzarol *et al.*, 1999:49). It is, therefore, vital to exercise some precaution by examining factors

contributing to business success. According to Anderson (2017:1), the business start-up is critically impacted by competitive activities and location, finances, people and social resources, and technical and managerial abilities. The regulatory framework also involves business registration and licensing.

The recycled entrepreneurs identified their considerations before starting a business, which aligns with what was specified in the preceding paragraph. The categories are alertness, the market, uniqueness, funding, business structures, and needs. Table 5. 14 which continues to the next page, shows these categories and what the participants said in each category.

Table 5.14: Considerations before starting a business

Category	Statements from the participants
Alertness	Participant 11: "When I am digging at the farm there and burning trees, I was always telling my boys – I have two boys and a girl- I was always telling them that if you don't have passion in this thing, it's excruciating"
	Participant 12: "So if you are in business, you always look around and see if it is possible to make a next move".
Market	Participant 3: "But talking of our industry where we find ourselves, we continue, you know, undergoing research, undertake research, you know desktop research and all kind of research to determine which area, which direction we can go into within the industry."
	Participant 9: "Maybe creates multiple streams of income. If I feel like, okay, I have done what I needed to do here, I will probably not close it down if there is no need, but maybe I would rather add another wing towards creating an income for myself because times are getting hard."
	Participant 1: "In that area. Then you see which area is not saturated, but you can profit. And then you find that now, from my experience and analysis, I realized that the manufacturing industry is still one area one can go into because it is not saturated."
	Participant 10: "Also, the population has positive input because I will give

	an example of South Africa. There are a lot of buildings there, and they are still building, but then you consider the market in Botswana. They are building, of course, but you grow, but you get to a point whereby you realize that you are no longer growing; you are just there.”
Uniqueness	Participant 3: “The competitive advantage a business has may be the main determinant, a factor to go into certain businesses.”
	Participant 1: “And now you must consider another thing again. Now, what do I call it? Your capabilities and your knowledge have room to play.”
	Participant 8: “Selling the same thing. I find this very distressing, for want of a better expression. Here in Botswana, we are typically like copycats. If somebody does this, I will do it.”
Funding	Participant 6: “So, from the beginning, it was obvious that capital was the main ingredient in starting up in that industry because it meant the setting up of infrastructure.”
Business structures	Participant 5: “I know how difficult it is to hire the right personnel in the business. It’s always a problem, but many people want jobs, but getting someone with the right attitude is a challenge. It’s a challenge, but we have got to struggle to do that.”
Need	Participant 4: “Because some opportunities are short-lived and some are long-lived. So, you have to look at those long-lived opportunities so that you can be sustainable or sustain your business”.
	Participant 08: “First, do your market research and market research you know will give you all the pointers. Issues of whether there is any sustainability, demand, competition levels, what can we expect, and who should be competing with you?”

5.4.2.4.1 Alertness

According to Li *et al.* (2022:1), entrepreneurial awareness and the ability to spot business opportunities are positively correlated. Participant 12 agrees with this assertion and said,

“So if you are in business, you always look around and see if it is possible to make a next move”.

Looking around and recognizing business opportunities is crucial if the entrepreneur considers starting another enterprise. Participant 11 felt your level of **passion** is also essential to sustain your motivation and avoid getting undone by the different challenges you encounter. He said this to his children,

“When I am digging at the farm there and burning trees, I was always telling my boys – I have two boys and a girl- I was always telling them that if you don’t have passion in this thing, it’s excruciating”

In their research on the connection between entrepreneurial intensity and alertness, Montiel-Campos (2018:263) found that those with higher entrepreneurial passion were likelier to exhibit higher levels of entrepreneurial alertness.

5.4.2.4.2 Market

On being asked what factors he would consider before starting a business, Participant 3 pointed out that doing **market research** is crucial,

“But talking of our industry where we find ourselves, we continue, you know, undergoing research, undertake research, you know desktop research and all kind of research to determine which area, which direction we can go into within the industry.”

Therefore, according to recycled entrepreneurs, assessing the market situation through various means is essential before starting a business. Ayuba and Kazeem (2015:148) concur as they discovered a favourable correlation between marketing research and

business organization performance, with the marketing research process playing a critical impact on the success of business organizations.

Through marketing research, the entrepreneur can check the level of **market saturation** and decide whether to enter the industry. To that effect, Participant 1 identified the manufacturing sector as unsaturated and a potentially profitable industry,

“Then you see which area is not saturated, but you can profit. And then you find that now, from my experience and analysis, I realized that the manufacturing industry is still one area one can go into because it is not saturated.”

Yanine *et al.* (2019:2), in line with the recycled entrepreneurs' assertion, state that saturation occurs when the number of merchants in a specific commercial location reaches a particular degree where there is intense rivalry among them. In that case, there would appear to be too many stores or shops relative to the typical number of people that frequent the neighbourhood regularly, making them unproductive. A market like that shouldn't be approached.

Participant 10 hints at checking the population as well as discussed in the above paragraph,

“Also, the population has, it has got a positive also input towards ...because I will give an example with South Africa. There are a lot of buildings there, and they are still building, but then you consider the market in Botswana. They are building, of course, but you grow, but you get to a point whereby you realize that you are no longer growing; you are just there.”

Participant 10 is in the automation systems area, and he stressed that checking on the **population** of a market is essential in that it shows the potential of business in that market. For his company, the greater the population, the more buildings there are likely to be, which converts to potential business opportunities. Metro areas have the population density and infrastructure needed to maintain economic momentum (Atkinson, 2008:5)

Due to economic hardships, one recycled entrepreneur suggested that opening **multiple income streams** is a factor to consider when starting a business without closing other enterprises if they are doing well. Participant 9 said,

“Aa maybe create multiple streams of income. If I feel like, okay, I have done what I needed to do here, I will probably not close it down if there is no need, but maybe I would rather add another wing towards creating an income for myself because times are getting hard.”

Today, having several consistent revenue streams, honing your trade, and marshalling social proof may provide the highest degree of job security (Clark, 2017:236).

5.4.2.4.3 Uniqueness

Dictionaries (2023) claim that anything unique is a solitary instance of its type. According to the participants, the uniqueness of your product or service must be considered before starting a business. Participant 3 believes the uniqueness of the product or service gives it a competitive advantage, and he said it is the primary determinant, *“The competitive advantage a business has may be the main determinant, factors to go into certain businesses.”*

In agreement with the participants, Michael Porter claims that a firm's ability to provide value for its customers that is greater than the cost of doing so is the source of its competitive advantage. Value comes from giving cheaper pricing than rivals for comparable advantages or supplying unique benefits that more than make up for a higher price, as value is what customers are prepared to pay (Tanwar, 2013:11). From what Michael Porter is saying, competitive advantage can be obtained through being a cost leader or uniqueness(differentiation) or both cost leadership and differentiation of the product or service. However, because there might be a contradiction between cost reduction and the increased cost of value-added differentiation, combinations like cost

leadership with product differentiation are difficult (but not impossible) to accomplish (Tanwar, 2013:12).

Creating value through product differentiation is in line with what Participant 8 advocated when he said,

“Selling the same thing. I find this very distressing, for want of a better expression. Here in Botswana, we are typically like copycats. If somebody does this, I will do it.”

The participant felt distressed when he observed that Botswana are not inventive and innovative in bringing varied products and services. They like duplicating other people's businesses. The study suggests that Botswana require innovation. Kogabayev and Maziliauskas (2017:59) cite innovation as one of the critical drivers of economic growth, manufacturing, the development of a wide range of goods, and managerial decision-making in the modern world. Innovation and competitive advantage depend on the entrepreneur's capabilities and knowledge. As Participant 1 cautioned, *“And now you have to consider one other thing again. Now, what do I call it? Your capabilities and your knowledge have room to play.”*

In today's dynamic economy with a high level of unpredictability, knowledge is acknowledged as a critical source for enterprises to boost their innovative skills (Noor *et al.*, 2014:1192), and that is feasible if the businesses have the necessary capabilities, or put it another way, the essential knowledge, expertise, and skills (Loasby, 2013).

5.4.2.4.4 Funding

Firms often need considerable financial capital to sustain their growth (Bellavitis *et al.*, 2017:1). Financial resources simplify launching and maintaining a firm (Montgomery *et al.*, 2005:103). Participant 6 concurred when he said, *“So, from the beginning, it was obvious that capital was the main ingredient in starting up in that industry because it meant the setting up infrastructure.”*

Capital is crucial for starting a business, and that embodies setting up the infrastructure.

5.4.2.4.5 Business structure

According to Williams *et al.* (2000:4), organizers of new businesses need to structure their businesses in a way that best meets their individual and collective needs, and structure has many facets, including organizational, operational, marketing, financial, and legal. Thus, the system defines the personnel required. By emphasising the need for appropriate personnel. Participant 5 stated,

“I know how difficult it is to hire the right personnel in the business. It’s always a problem, but many people want jobs. Getting someone with the right attitude is a challenge. It’s a challenge, but we have got to struggle to do that.”

Çelikkilek (2018) agrees that choosing the correct employees is always a challenge for businesses, particularly in today's globalization, expanding technology, and growing specialization, but it should be done. Human capital improves the likelihood of seeking self-employment but not the possibility of succeeding, as evidence shows when business start-ups and survival are modelled together. (Montgomery *et al.*, 2005:103).

5.4.2.4.6 Need

Participants posit that for sustainability, it is vital to ensure the opportunities you want to pursue are **long-term** rather than short-lived. Participant 4 thus states

“Because some opportunities are short-lived and some are long-lived. So, you have to look at those long-lived opportunities to sustain your business”.

Neneh and Vanzyl (2012:8341) support the idea by being even more prescriptive by saying that entrepreneurs should adopt the ideal entrepreneurial mindset, which passionately seeks new opportunities, pursues opportunities with enormous discipline, pursues only the very best options, focuses on execution, and engages everyone's

energy in their domain. As a fundamental step to achieve that, Participant 8 specifies that there is a need for adequate **market research**. He said,

“First, do your market research and market research you know will give you all the pointers. Issues of whether there is any sustainability, demand, competition levels, what can we expect, and who should be competing with you?”

The market research will give the entrepreneur all the pointers before starting a new enterprise. Ayuba and Kazeem (2015:154) highlight that an organization's performance and effectiveness rise with every percentage increase in its robust marketing research process.

5.4.2.5 Considerations before leaving a business

The previous section dealt with considerations for starting a business. This section deals with concerns about leaving a company. An exit strategy is crucial for a firm to survive over the long term. Most astute businesspeople set a precise benchmark as their goal, and when it is accomplished, they shut down their operation. These benchmarks include yearly revenues, annual turnover, asset base, market saturation, customer base, subscribers, or the number of users (Kanchana *et al.*, 2013:76). In line with the above assertion the participants set the following as benchmarks for leaving an enterprise:

- Environmental factors-recession time, extreme corruption
- Permanent loss- the value of a business, if unlikely to renew, lack of enthusiasm, expense ratio, becomes a dog, loss of passion, sustainability, and profitability, not doing the right things, look at your age.
- Industry shift- no opportunities, high competition, not meeting needs, saturated industry, no repeat clients.

Table 5.15 which continues on the next page, shows these categories and what the participants said in each category.

Table 5.15: Considerations for leaving a business

Category	Statements from the participants
Environmental factors- Recession time	Participant 4: “Those businesses which are not doing well, which are not doing well maybe because of some economic issue, recession and whatever, then you can leave those businesses”.
Extreme corruption	Participant 9: “I am not saying this is how it is, but if the industry develops uncontrollably through corruption and where opportunities are taken away from the youth for certain reasons. No, that will make me leave. I would not find any reason to stick around if corruption precedes opportunities. That would be one reason to make me leave. It would be a waste of my precious time.”
Permanent loss- the value of the business	Participant 6: “At the moment, I haven’t been thinking about that, but the factors I would consider are the value of the business, how much I can put it up for sale for, and also my liabilities towards it, whether I can be able to settle them and the possible return of profit that I can make out of that exit.”
If unlikely to resuscitate	Participant 4: “So before you leave the business, you look at the environment. What is the problem with the current business? What is happening? And then, if you realize that the problem it is facing is unlikely to renew, you can shift to the new business.”
Measure expense ratio	Participant 6: “For me, my biggest measure is the expense ratio, and also the month and month growth, bookings growth”.
Becomes a dog	Participant 2: “If it becomes a dog, I use the BCG matrix. If it becomes a dog and the business incurs costs more than the revenue you are getting from it, then we do no need to continue.”
Lost passion	Participant 8: “And again, even if you lose interest in it, it means there is no passion for it. Anymore. You are saying guys, I have done it. I do not want to continue doing this thing.”

Sustainability and profitability	Participant 4: "Okay, I think the sustainability and profitability of the business are essential. If a business is sustainable and profitable, then there is no need to leave it".
I am not doing the right things.	Participant 10: "Assess what sort of systems you can offer. You walk into company A. You walk into company B. You walk into Company C, and nothing comes, and those companies don't respond positively to you. You will feel there is something you are not doing right (laughs)".
Look at your age.	Participant 6: "Obviously, you have to look at your age and say, will I be able to run something like that and things like that?"
Industry shift-no opportunities	Participant 9: "Where opportunities are taken away from the youth for certain reasons".
High competition	Participant 1: "A lot of small companies are doing supplies, so competition is very high, so now for you to decide which area to move onto, you have to consider that element now."
Not meeting needs	Participant 8: "Well, the first thing again is also a question of costs. Suppose the business is not profitable if it is not meeting the needs. There is no point in continuing."
Industry is saturated	Participant 1: "That's a good question because I have to leave this one because the industry is saturated."
No repeat clients	Participant 6: "Also, the issue of repeat clients. These are the key factors that I look at to ensure that my business is not doing well."

5.4.2.5.1 Environmental factors

Before exiting a business, the participants hinted at the factors one should observe in the business environment. Recession is an economic issue leading to a recycled entrepreneur leaving a trade. Participant 4 said the following concerning the **recession**,
"Those businesses which are not doing well, which are not doing well maybe because of some economic issue, recession and whatever, then you can leave those businesses".

According to Liu (2023:1), when the economy has negative gross domestic product growth, there is increased unemployment, decreased retail sales, decreased income, and decreased manufacturing unit output. Such an environment is not conducive to sustainable business operations and is thus appropriate for exiting a business.

Other environmental factors pointed out by the participants are **extreme corruption** and **lack of opportunities**. Participant 9 said,

“ I am not saying this is how it is, but if the industry develops uncontrollably through corruption and where opportunities are taken away from the youth for certain reasons. , no, that will make me leave. I would not find any reason to stick around if corruption precedes opportunities. That would be one reason to make me leave. It would be a waste of my precious time.”

Participant 9 complained about the creeping levels of corruption in the construction industry, which she saw as creating an uneven environment for business, resulting in denying others business opportunities. According to the participants, such an environment would not make sense to continue operating in. Lian (2022:5357) investigated the nexus between CSR disclosure, effective tax rate, corruption, and sustainable business performance in ASEAN countries; the findings showed that corruption had a lousy relationship with businesses' long-term success. Consequently, the participants said there was a desire to wind down firms under such circumstances.

Sahakyan and Stiegert (2012:1-2) claim that the most frequent definition of corruption relates to using a public office for personal benefit. According to this definition, corruption may occur at any level of government, including municipal, state/provincial, and federal, and can take the form of bribery, extortion, and nepotism. Corruption can become so severe that those who choose not to engage in it face punishment through various channels open to those with control rights. For example, public services may be delayed or stopped, licenses may be revoked, or various other business opportunities may be blocked by bureaucratic red tape. (Sahakyan & Stiegert, 2012:2).

5.4.2.5.2 Permanent loss

Other ways of determining when to exit a business relate to permanent loss. Permanent loss means never having anything again or having less of it (Dictionaries, 2023). When asked what to consider before exiting a firm, Participant 4 said,

“So, before you leave the business, you look at the environment. What is the problem with the current business? What is happening? And then, if you realize that the problem it is facing is unlikely to renew, you can shift to the new business.”

According to Participant 4, examining the business environment first is always wise as it is a function of judging whether a firm may or may not **renew**. If the firm shows no signs of regaining profitability, you exit it. But before exiting, assessing the **value of the firm** is another factor to check on what you can retrieve from the firm, as suggested by Participant 6, who said,

“ at the moment, I haven’t been thinking about that, but the factors I would consider are the value of the business, how much I can put it up for sale for, and also my liabilities towards it, whether I can be able to settle them and the possible return of profit that I can make out of that exit.”

Assessing the firm's value helps see whether you can generate a profit from the sale or settle debts related to the firm. To establish accurate and successful plans and to maintain these plans current, it is crucial to understand the company's worth and the elements determining this value (Köseoğlu & Almeany, 2020:2). Valuation will aid in decision-making on whether the firm is unlikely to renew or not.

Other measures to consider are the **expense ratio**, **monthly growth**, and **bookings growth**, as enunciated by Participant 6, who operates in the Tourism sector, *“For me, my biggest measure is the expense ratio, and also the month and month growth, bookings growth”*.

All these measures indicate whether the firm is likely to renew or not. Junaeni (2022:662) says that the expense ratio calculates the number of a fund's assets utilized for operations and other administrative costs. The discussion at hand will be about calculating the firm's costs in operating and administering the firm. A fund's expense ratio significantly and adversely impacts the performance of mutual funds (Lagu, 2020). In this instance, it would be that if the firm's operation costs exceed income, then the expense ratio reduces the probability of resuscitating the firm.

Costs against the revenue the firm makes are critical in making decisions before exiting the firm. Participant 2 underscores the expense issue as he stated, *"If it becomes a dog, I am using the BCG matrix. If it becomes a dog, the costs that the business incurs are more than the revenue that you are getting from it, then there is no need for us to continue"*.

Still, regarding costs, Participant 2 stresses that if the business becomes a '**dog**', there is no point in continuing with that business. According to the Boston Consulting Group (BCG) Matrix, the reason is that "dogs" are companies that don't produce or consume a lot of money since their business strategies are inadequate. They have little market share because of their expensive costs, subpar products, and inefficient marketing (Hossain & Kader, 2020:21902).

Karnes (2019) indicates that **month-to-month growth** monitors the company's growth every month and is an excellent short-term indication of the firm's momentum used to gauge the development of finance, product, marketing, or sales. The measure assists in judging the firm's level of positive business activity in the short term and can guide sustainability decisions. This can be complemented by checking the activities on the **level of bookings** for a company that operates through bookings, for example, in the Tourism sector. If there is no growth in bookings, according to Participant 6, then it could indicate a slump in business and a red flag for exiting the business, but it should not be used in isolation. Other factors being discussed should be considered as well.

All the factors discussed in this section so far have to do with the profitability and sustainability of the business as Participant 4 posits that if the company is sustainable and profitable, then there is no point in leaving it as it is not a dog, *“Okay, I think the sustainability and profitability of the business are essential. If a business is sustainable and profitable, then there is no need to leave it”*.

According to Scott (2017:2), profitability and sustainability ensure that the firm can continue into the long term and may not be exited. The reverse is, however, true. The other factor contributing to the enterprise's unsustainability and profitability is not doing things right, and Participant 10 advised, *“Assess what sort of systems you can offer. You walk into company A. You walk into company B. You walk into Company C, and nothing comes, and those companies don’t respond positively to you. You will feel there is something you are not doing right (laughs)”*.

You need to check the problem in the enterprise before exiting it. One way is to check with the customers to see whether your product is still attractive. If it is no longer beautiful, then it could be that the enterprise is not doing things right, maybe in how it handles customers or the product is not being produced accordingly. Managing and concentrating on the present business while building procedures and routines to improve effective action means doing things correctly (Falkheimer *et al.*, 2016:3). Doing correct things should follow from doing things correctly, which entails being proactive and future-focused, encouraging change, and developing a vision and plan that promotes the legitimacy and success of the organization. (Falkheimer *et al.*, 2016:3). This will avoid exiting the organization.

Age could be an entrepreneur's permanent loss and can determine the motivation to exit an enterprise, even if it can be renewed or sustained. Participant 6 cautions thus, *“You have to look at your age and say, will I be able to continue running something like that and things like that?”*

Gielnik *et al.* (2018:37) found that age has a varying influence on the main transitions in the entrepreneurial process depending on how one views the future and how one has had past entrepreneurial experience. This suggests that younger individuals struggle to readily translate their intentions for starting a business into actual business activities because they lack past entrepreneurial ventures. Still, elderly persons are constrained by their inability to plan long-term. Older adults may be influenced to exit businesses as they age, as they may not be as future-oriented as younger people.

5.4.2.5.3 Industry shift

Industry shift is about the industry going through a change (Dictionary, 2002). Changes in the industry can thus influence entrepreneurs to exit businesses. Participants had different views on what can affect them to leave a company. Participant 9, a youth at the time of conducting this study, felt exiting a business would be appropriate if **opportunities were denied the youths**. She said the following in response to the question about her considerations before leaving a company, *“Where opportunities are taken away from the youth for certain reasons”*.

She made this point under section 5.4.2.5.1 (p. 277) on environmental factors, where corruption was discussed as a factor that can deny youths opportunities in business. It was then phrased as a lack of options. Lack of opportunities can also make any other entrepreneur consider shutting down, notwithstanding their age.

The participants cited too much competition as another factor that can be considered influential in exiting a business. Participant 1 said, *“Many small companies are doing supplies, so competition is very high. So now, to decide which area to move onto, you have to consider that element.”*

His point was that the level of **competition** could induce an entrepreneur to exit a business. For instance, large firms can have the ability to price below their costs, thereby pricing competitors out of the market (Bhorat *et al.*, 2018:30). The most cited

growth constraint among SMMEs in South Africa is competition (Bhorat *et al.*, 2018:45). Competition is also a factor to consider when starting a business.

Competition can also be related to the level of **saturation** in the market. Yanine *et al.* (2019:2) say that saturation occurs when the number of enterprises present in a particular commercial region reaches a certain degree where there is intense rivalry among them and when most participants are urgently trying to beat each other out. The phenomenon develops as a barrier to entry for new players and a burden to established players. As such, Participant 1 says saturation is a deciding factor in leaving a business due to the intensity of the competition, where the players try to eat each other out, *“That’s a good question because I have to leave this one because the industry is saturated.”*

Intense competition and a saturated market may also lead to difficulty getting repeat clients, stimulating a desire to exit a business. Participant 6 said the following: when there is a failure to get **repeat customers**, *“Also, the issue of repeat clients. These are the key factors that I look at to ensure that my business is not doing well.”*

Stewart and Stewart (2019) say that loyal consumers make repeat purchases and are essential to the company's long-term financial performance. This validates Participant 6's argument that failure to get repeat customers is symptomatic of lousy business, possibly resulting from some of the abovementioned factors, and this may prompt a business exit.

5.4.2.6 Attractive businesses

Using their entrepreneurial talent recycling experience, the participants identified from their local environment businesses that they felt were attractive to venture into, and these, in descending order of frequency, were:

- Farming

- Retail
- Construction
- Distributor
- Automation systems
- Business consultation
- Tourism
- Manufacturing
- Engineering
- Transport
- Supplies

It is, however, vital to take into cognizance factors discussed under section 5.4.2.4 (p. 267) on factors to consider before starting a business. Farming was quite popular, maybe because of the support the government of Botswana is rendering it, as articulated by Participant 8 when he said,

“And another thing also that prompted me to go into this area was, I was watching the developments on the government side in terms of the policies, the policy framework, and I realized that the government was slowly turning towards, you know, helping SMMEs in the horticultural sector to basically you know to start and nurture them to grow through various report mechanisms. And I think the first thing was the policy side of things. When you see a policy that is pro-what you want to do, what did I do? I took the money and sold all my cattle, over 300 herds. Thanks, I managed to get people who could buy them, and I then decided I might as well go and buy a small farm.”

This is even though farming has been discussed as having many challenges, and hopefully, government intervention will ease the difficulties. According to the Botswana Agriculture Sector Policy Brief 2012, traditional farming is the most prevalent (Gases, 2012:1) regarding the number of people participating and the geographic coverage. This supports the study’s assertion that agriculture is widespread in Botswana. Small-scale

farmers, who comprise the bulk of farmers, frequently require ongoing support for capacity building to commercialize agriculture. Therefore, an extended, effective service is crucial in enhancing the sector's performance and adaptability to market and climate changes. (Gases, 2012).

The Botswana government strengthened this course of action by banning the importation of some agricultural produce from South Africa to ensure agricultural SMMEs become viable. Tsotetsi (2022) concurs by saying that at the beginning of this year, Namibia and Botswana banned the importation of various South African vegetable products, including tomatoes, carrots, potatoes, lettuce, cabbage, and fresh herbs, as well as garlic, onions, and ginger. The two nations put the prohibitions in place to promote domestic vegetable production and lessen their reliance on imports. Additionally, both governments have devised programs to assist farmers.

The study observes that almost all of the attractive business sectors identified are where the participants are operating except engineering and manufacturing. As reflected in Table 5.16, participants seem to find it more enjoyable in those areas despite coming from different backgrounds.

Table 5.16: Comparison of sectors exited and joined

Participant	Sector exited	Area of entrepreneurial activities
1	Police Service	Buying and selling
5	Ministry of Education	Tourism and farming
6	Banking Industry	Tourism and Hospitality
7	Defence Forces	Pest control
8	Tax administration	Farming
9	Marketing Agency	Construction

From the table, it can be seen that six of the Participants ventured into sectors where they lacked a clear background. Two had to return to school to get more educated in their area of interest, two engaged experts in business operations, and two depended

on employees with the right skills. This, to an extent, confirms the need for adequate background knowledge in an area of business interest, as discussed in sections 5.4.3.1.3 (p. 296) and 5.4.3.7 (p. 371)

THEME 3: MEASURES FOR SUSTAINABILITY

DISCUSSION ON THE MEASURES THAT RECYCLED ENTREPRENEURS PUT IN PLACE TO OPERATE AND SUSTAIN BUSINESSES SUSTAINABLY AND LITERATURE INTEGRATION

The theme of **measures for sustainability** attends to the third research question, in which participants **considered their experience and knowledge to provide measures to operate and manage businesses sustainably.**

Research Question 3(RQ3): Considering your experience and knowledge, how do you operate and manage businesses sustainably?

Table 5.17 which continues on the next pages, illustrates the theme, categories, sub-categories (factor), and codes (reasons) from the 12 interviews.

Table 5.17: Measures for sustainability theme

THEME	CATEGORY	SUB-CATEGORY	CODES
	Entrepreneurial talent		Be on the ground always
			Continue experimenting with other things.
			Know your capabilities
			Depend on yourself
			Be streetwise
			Had special area
			Be responsive

Measures for sustainability			Be a jack of all trades.
			Diversification central
			Move with trends
			Create competitive advantage
			Be hands-on
			Going global brings new markets.
	Social sustainability	Manpower planning	Need skilled manpower
			Get employees with the right attitude.
			Employ on an ad-hoc basis.
			Train employees
			Have succession plan
			Balance employee composition
			Sometimes retrench
		Motivation	Have employee welfare at heart.
			Empower employees
			Collaborate with team
			Reward hard workers
	Customer service		Deliver as communicated
			Hunt clients
			Have a job delivery period.
			Make products suitable for people.
			Have good customer service.
			Identify clients
			Create a WhatsApp group with clients.
			Do not interfere with the client's

			privacy.
			Surpass promise
			Register with the client database.
			Serve clients equally
			Have good workmanship
			Give clients options
			Increase prices gradually
			Seek good location
	Stakeholder awareness		Adhere to approved standards
			Be apolitical
			Be sensitive to government policies.
			Ensure certainty from suppliers.
			Form clusters
			Get credit facility
			Collaborate with others
	Emotional intelligence		Sacrifice
			Be strong
			Have health checks
			Pray to God
	Knowledge		Continue Learning
			Have business knowledge
			Accept mentoring
			Know your product
			Identify the source of inputs.
			Learn from past mistakes.
			Have experience

			State all conditions in the contract
			With training, you go global.
	Leadership		Differentiate yourself and your company.
			Have good relationships
			Build reputation
			Do not be reckless with money.
			Be innovative
			Run business according to vision.
			Have transparency
			Be at the forefront.
			Micromanage product(lodge)
			Be an overseer
			Be sharp and determined.
			Do not micromanage
	External locus of control		You can get lucky.
	Operational skills		Planning at centre
			Do market analysis
			Market yourself
			Work hard
			Have targets
			Revisit strategies
			Have a mushroom model of business.
			Industry analysis
			Apply BCG matrix

			Allocate resources well
			Spread risk
			outsource
	Economic sustainability		Maintain accurate financials
			Ask for deposit
			Have cost-cutting measures
			Use profit to sustain the business.
			Buy from manufacturer
			Manage cash flow
			Use the backroom as an office.
			Calculate risk
			Grow business
			Have security
			Open accounts in money markets
			Have business protocols
			Avoid current account
			Support business with maintenance work

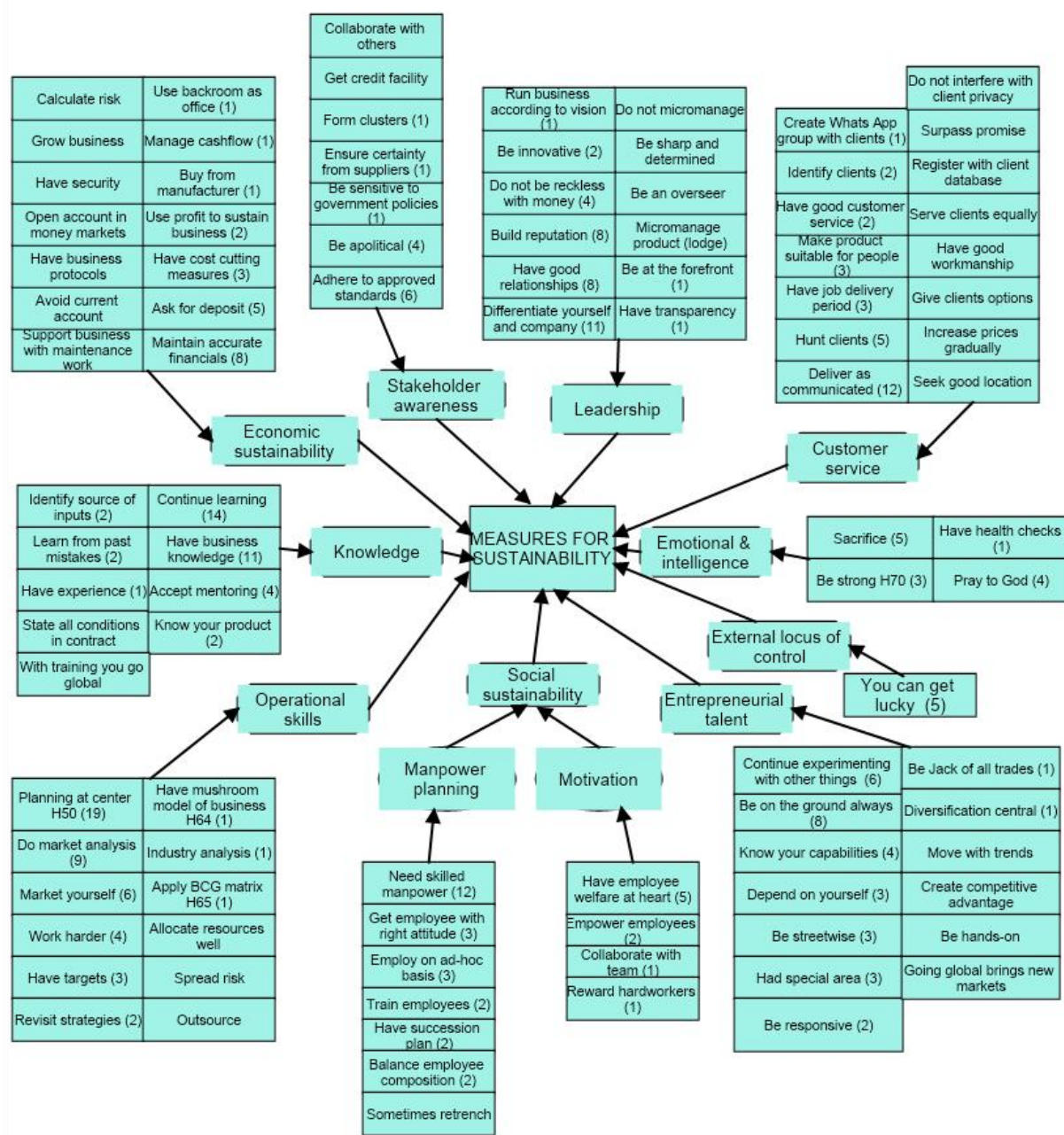
5.4.3. MEASURES FOR SUSTAINABILITY THEME

Measures for sustainability are factors that recycled entrepreneurs put in place to ensure the sustainability of their enterprises. As has already been discussed in the literature, the sustainability of SMMEs refers to SMMEs' capability to provide services and goods perpetually while meeting the needs of shareholders and stakeholders and preserving the environment. This is confirmed by Burlea-Schiopoiu and Mihai (2019:1), who state that sustainability for SMMEs constitutes a balance on the one hand between financial, material, and human resources and, on the other hand with the economic and social environment where it functions.

Several researchers identified numerous measures for the sustainability of SMMEs. In a study by Ligthelm (2010:148), several factors played a role in business sustainability: improving productivity transformation of the items dedicated to introducing novel goods, reducing labour costs, handling costing procedures, and focusing on clients' services. Ligthelm (2010:150) concludes that all these factors depend on the entrepreneur's conduct, which he points out as the ultimate predictor of the sustainability of small businesses. In their study, Naidoo and Urban (2010:234), which focused on the significance of operational skills towards business sustainability, established those operational skills are positively linked with SMMEs' sustainability.

In this study, the measures for sustainability that were put in place by the recycled entrepreneurs to ensure the sustainability of their businesses are displayed in Figure 5.4.

Figure 5.4: Network diagram on measures for sustainability and their components



5.4.3.1 Entrepreneurial talent

The recycled entrepreneurs exercised the following entrepreneurial talents to sustain their enterprises: be on the ground constantly, continue experimenting with other things, know your capabilities, depend on yourself, be streetwise, have a particular area, be responsive, be a jack of all trades, diversification central, move with trends, create competitive advantage, be hands-on, and going global brings new markets. All these elements are covered in the definition of entrepreneurial talent, which describes them as the potential to find, choose, process, depict, and utilize the data essential to effect decisions in a confusing world and, in so doing, exploit available market opportunities (Ferrante, 2005:169)

Table 5.18 which continues on the next pages, shows entrepreneurial talents and what the participants said about them.

Table 5.18: Entrepreneurial talents and related quotations

Entrepreneurial talent	Quotations from participants
Be on the ground constantly.	Participant 4 said, “I am always on the ground. You know this issue of running a business and staying far away from it is not; it’s a non-starter because what happens is as soon as you leave, your workers will also do their things, and they forget about you and your business. So, what I try to do as much as possible is that I am always on the ground”.
Continue experimenting with other things.	“I then said if I start with rape, the other crops will follow. Then I continued to do some experiments with other things, you know. Smaller quantities, but generally, the farm is doing well regarding product quality.” Participant 8
Know your capabilities	Participant 10 said, “What sustains the business is, I will give an example, if you have to study your capabilities and company size. You should understand how big you are and how many people you require”.

	Participant 01 said, “And now you must consider another thing again. Now, what do I call it? Your capabilities and your knowledge, they have room to play.”
Depend on yourself	“So that is why I prefer to use the right people. But it also inspired me to go and do my masters in project management so that I can also depend on myself to run projects successfully and sustainably”. Participant 9
Be streetwise	“And you find because you are just used to saying I am used to sitting in the office, it takes a bit of time for you to adjust and also streetwise to know the available quick wins.” Participant 11
Have special area	“For the toners, there have been a lot of new entrants. Everybody who was coming in now was taking the route of ICT, and then you have to come up with, okay, now I have to find an area that I specialize in.” Participant 1
Be responsive	“They are quite responsive. They always respond quickly because I tell them I am running a business, and the more they delay, the more they destroy my business. So, they ensure they get there when I call them as soon as they are ready.” Participant 4
Be a jack of all trades.	“Because in most cases, as a small business, you become a jack of all trades. Yes. You are the messenger; you are the manager.” Participant 1
Diversification central	“So, you need more than two or three kinds of businesses. So, diversification becomes very central to living sustainably. Some businesses are seasonal, and you cannot wait until the other season when you have nothing in between”. Participant 2
Move with trends	“So, those are the critical things for sustainability as an entrepreneur. Move with the times and move with the times. And these trends are not necessarily national. Internationally and regionally, you can see the trends and then move with the trends”. Participant 8

Create competitive advantage	“And you know, as time goes on, people think you make a lot of money from this business, and they also copy your business, and with time, you fail to create the competitive advantage over their businesses, and then I ended up selling it, selling the business.” Participant 5
Be hands-on	“So me, it becomes an advantage because I’m technically hands”. Participant 10 “I had to be hands-on and go for trips as far as 1,000 kilometres away to overcome these challenges”. Participant 7
Going global brings new markets.	“So going international becomes a solution to local training so that you don’t just wait for one market.” Participant 2

5.4.3.1.1 Be on the ground always

On the ground, according to Mayor (2009) in the Dictionary of Contemporary English, means being there, rather than someplace else, while something significant occurs. Participant 4 affirms the significance of being on the ground by saying,

“I am always on the ground. You know this issue of running a business and staying far away from it is not; it’s a non-starter because what happens is as soon as you leave, your workers will also do their things, and they forget about you and your business. So, what I try to do as much as possible is that I am always on the ground”.

According to Badal (2015:2-3), being on the ground implies having a business-focused skill that enables the entrepreneur to base their judgments on what is observed in an enterprise. Observation occurs when you are on the ground constantly.

5.4.3.1.2 Continue experimenting with other things

Badal (2015:2-3) acknowledges that the entrepreneurial talent of knowledge-seeking involves continuously looking for knowledge to help the entrepreneur build their business. This is what Participant 8 is bringing out when he said,

“I then said well, if I start with rape, the other crops will follow. Then I continued to do some experiments with other things, you know. Smaller quantities, but generally, the farm is doing well regarding the products' quality”.

He tried out other things on his farm, and although they were small quantities, he was happy with his success. Dictionaries (2023) defines experimenting with different things as testing new concepts, techniques, or pursuits to see what effects they will have. The emphasis is that the entrepreneur must continue experimenting with other things.

5.4.3.1.3 Know your capabilities

Participant 10 said,

“What sustains the business is, I will give an example, that you have to study your capabilities and company size. You should understand how big you are and how many people you require”.

According to Tell (2014), capability is the business process that fulfils objectives. The entrepreneur, therefore, examines what they have and do not have to meet the company's goals. This is a case of the entrepreneur performing a SWOT analysis of their enterprise. In corroboration, Teoli *et al.* (2019) explain SWOT Analysis as how a business assesses how it compares to its competition. The participant thus identified his strengths, weaknesses, opportunities, and threats to sustain his enterprise.

5.4.3.1.4 Depend on yourself

One recycled entrepreneur about depending on yourself said,

“So that is why I prefer to use the right people. But it also inspired me to go and do my masters in project management so that I can also depend on myself to run projects successfully and sustainably” (Participant 9).

The entrepreneur realized the power of using qualified people to provide a good service and decided to do her Master's in Project Management so she could depend on herself. This is corroborated by Frese and Gielnik (2014:423), who say that depending on yourself, the more educated and expertise the entrepreneur has in operating, the better.

5.4.3.1.5 Be streetwise

Recycled individuals are better than new, non-recycled entrepreneurs because they are streetwise (Mason & Harrison, 2006:55). Being street-smart has been noted already as possessing the astute awareness, knowledge, and ingenuity necessary for surviving in a challenging, sometimes deadly urban environment (Dictionary, 2009). This is demonstrated by what Participant 11 said,

“And you find because you are just used to saying I am used to sitting in the office, it takes a bit of time for you to adjust and also streetwise to know the available quick wins.”

His point is that you cannot have quick returns if you are just seated in the office. It would help if you had astute awareness, knowledge, and ingenuity to obtain quick returns.

5.4.3.1.6 Have a special area

According to Participant 1, he realized that many entrepreneurs coming on board were entering an area of Information and Communication Technology in which he was operating. He decided to have a unique place to remain sustainable. He said,

“For the toners, there have been a lot of new entrants. Everybody who was coming in now was taking the route of ICT, and then you have to come up with, okay, now I have to find an area that I specialize in.”

For the entrepreneur to be able to find a special and unique area, he needed to think creatively. Badal (2014:2-3) agrees with this by identifying creative thinking as an entrepreneurial skill, which he explains as demonstrating innovation by improving upon an existing concept or product. Kritikos (2015:3) corroborates this by stating that despite employment generation, entrepreneurship impacts a nation's general fiscal performance diversely by bringing unique commodities to marketplaces. Dvouletý and Orel (2019b) acknowledge that entrepreneurial activities are not any form of ordinary business activity. It is an activity that demonstrates the creation of value in the economy. It should not be routine.

5.4.3.1.7 Be responsive

According to Participant 4, his business has to be responsive to customer needs to avoid going under by saying this about his employees,

“They are quite responsive. They always respond quickly because I tell them I am running a business, and the more they delay, the more they destroy my business. So, they ensure that when I call them, they, as soon as they are ready, they get there.”

According to Mason and Harrison (2006:67), recycled individuals are better than new, non-recycled entrepreneurs because they have greater consumer trust. Participant 4 has sustained his business by being responsive and consequently gained the confidence of his clients. Reis and Clark (2013) underlined the significance of responsiveness by noting that responsiveness is characterized by partners engaging in ways that allow them to understand, value, and support each other in achieving significant personal needs and objectives. The connection between the recycled entrepreneur and the client is bolstered and supported through responsiveness.

5.4.3.1.8 Be a jack of all trades

Entrepreneurial talent is the aptitude to find, choose, deal with, elucidate, and employ the data essential to resolve unsettled problems in society and capitalize on market possibilities (Ferrante, 2005:169). To sustain the resolution of outstanding issues in society, an entrepreneur is required to be a Jack-of-all-trades (JATs). This is corroborated by Rosendahl Huber *et al.* (2014:2), who assert that entrepreneurs must have at least a fundamental understanding of several different business sectors to connect people, ideas, and physical resources. To properly combine abilities and manage those of others, this is necessary. Participant 1 confirmed this by stating,

“Because in most cases, as a small business, you become a jack of all trades. Yes. You are the messenger; you are the manager.”

Participant 2 had to multi-task to cut down on salaries, and he said,

“Sometimes you end up multitasking being the CEO, the financial manager, the HR, and the Marketing Manager because you want to cut down on the costs of salaries”.

5.4.3.1.9 Diversification central

In the words of Participant 2, diversification is central to living sustainably. You need two or more businesses, especially if they are seasonal, and this is what he said,

“So you need to have maybe more than two or three kinds of businesses. So, diversification becomes very central to living sustainably. Some businesses are seasonal, and you cannot wait until the other season when you have nothing in between”.

Participant 9 emphasizes the need for diversity by arguing,

“And seeing as much as obviously, every entrepreneur wants to profit. They want to make money, but you can’t make money just by doing something that

somebody else is doing. Well, you can have ladies selling airtime in a row and ten of them in the same spot. You know they are doing the same thing, and they can't expect to be doing better when they do it in the same area. So, with entrepreneurs, it's about diversifying and wanting to see which region you know has a need".

This is confirmed by Moaisi (2005:20) on characteristics of Botswana SMMEs, who states that, when it comes to products, SMMEs generally produce and sell small amounts of similar products at sensible prices in a restricted area, which accidentally increases the availability of the product in one location. Project diversity is usually a constraint or non-existent due to, in some cases, a deficiency in project ideas (Baleseng, 2015:13).

5.4.3.1.10 Move with trends

According to Participant 8

"So, those are the critical things for sustainability as an entrepreneur. Move with the times and move with the times. And these trends are not necessarily national. Internationally and regionally, you can see the trends and then move with the trends".

This underlines that entrepreneurs have to move with the times to live sustainably. Understanding the trends assists in comprehending when and where the potential exists to help create the necessary environment for additional economic activity (Hopkins & Bassett, 2015:4).

5.4.3.1.11 Create competitive advantage

Participant 5 regrets the lack of competitive advantage in what he was doing and ended up selling an enterprise because of the lack of competitive advantage. He said,

“And you know, as time goes on, people think you make a lot of money from this business, and they also copy your business, and with time, you fail to create the competitive advantage over their businesses, and then I ended up selling it, selling the business.”

The significance of competitive advantage is corroborated by Yuleva (2019:71), who says that when a business acquires and develops a set of unique traits that enable it to outperform rivals and outcompete them, it has a competitive advantage. A competitive strategy must be practical to carry out these tasks and guarantee that the business has an edge over rivals. A company's perception of its competitors is summarized in its competitive strategy (Yuleva, 2019:71).

5.4.3.1.12 Be hands-on

Collins (2023) asserts that hands-on experience or labour entails carrying out a specific task instead of merely discussing it or having someone else do it. Participant 7 explained that he got himself practically engaged in some of the work of his enterprise to understand the challenges of his business. He said,

“I had to be hands-on and go for trips as far as 1,000 kilometres away to overcome these challenges”.

As already discussed, entrepreneurs need a broad range of skills to handle their many duties and obstacles. Participant 10 underscores this point by saying,

“So, it becomes an advantage because I’m technically hands-on”.

5.4.3.1.13 Going global brings new markets

Participant 2 claimed that,

“So going international becomes a solution to local training so that you don’t just wait for one market.”

Following what Participant 2 believed, Morris *et al.* (2016:6) propound that aggressive growth ventures are ordinarily innovative technology-based enterprises aiming for exponential growth. They are national or international opportunity-driven ventures with founders fighting for new markets. The participant was doing training locally and internationally. Although Participant 2 ran a small enterprise, Jefferis (1998:3) described Botswana medium enterprises as involving a more exterior-looking perspective to marketing that even necessitates international trade. Technology facilitates even tiny enterprises to go global if they adopt an aggressive growth strategy like Participant 2.

Among the entrepreneurial talents pronounced by the participants, 'being on the ground always' had the highest frequency of 8, followed by 'continue experimenting with other things' with a frequency of 6. However, despite the frequency, it is essential to note that the above talents influence the conduct of entrepreneurs. All entrepreneurs utilize some combination of the above-stated to begin or develop an enterprise (Badal, 2014:2). These talents are reflected in general skills like presentations, negotiating, idea generation, or functional skills in banking and marketing (Anokhin *et al.*, 2008:118).

The following section looks at the social sustainability category.

5.4.3.2 Social sustainability

Social sustainability or people accounts is about practising business operations reasonably and beneficially regarding the community, labour, and the region where the enterprise is located (Onyali, 2014:197). It is presumed that the operations will provide utility to the community and repay the society in which the SMME conducts business (Ramlal, 2020:19). A sustainable SMME explores to profit from different clients, not endangering or exploiting any category amongst them by instance, not using child labour and monitoring all contracted companies for the use of child labour. A sustainable SMME would remunerate employees fairly, would keep a secure and healthy work atmosphere and bearable labour time, and would not in any way take advantage of society or its workforce (Onyali, 2014:197)

From the interviews, two sub-categories were deduced on how the participants ensured social sustainability in how they operated and managed their enterprises sustainably. The sub-categories are manpower planning and motivation. For manpower planning, the following factors were pointed out: the need for skilled manpower, getting employees with the right attitude, employing on an ad-hoc basis, training employees, having a succession plan, balancing employee composition, and sometimes retrenching. For motivation, they said, have employee welfare at heart, empower employees, collaborate with the team, and reward hard workers.

5.4.3.2.1 Manpower planning

Unger *et al.* (2011:341) stress the value of manpower by stating that manpower enhances the founder's abilities to recognize and use venture possibilities and other valuable materials like finances and assets. It helps in the gathering of new information and techniques. According to Jaunis *et al.* (2022:3), effective manpower planning entails luring the ideal mix of talent into the perfect positions at the ideal moment to achieve a firm's objectives. This is necessary for a business to be sustainable. Meanwhile, an organization's other resources are crucial, and meticulous planning is essential for human resources to accomplish organizational objectives.

Table 5.19 which continues on the next pages, shows what the participants did for manpower planning.

Table 5.19: Manpower planning sub-category and related quotations

Manpower planning	Quotations from participants
Need skilled manpower	"You can't make it without skilled labour." Participant 1 Participant 9 said, "It's essential because buildings are very – anything can happen. If somebody trusts me to build their house- a

	double-story, for example, and they trust me with such. I don't want a case where I take shortcuts and use unqualified people to execute those projects, and then something goes wrong. Somebody's house fell, or it started cracking or having defects after I left. First, that person could be in legal trouble after he says this contractor took shortcuts and didn't know this. I could get into trouble, and I could also be a hazard. What if somebody dies because I used somebody who is not qualified to build such a house, and it falls on people while sleeping? The roof or something can come down on them, you know. So, I would rather be very safe."
Get employees with the right attitude.	"I know how difficult it is to hire the right personnel in the business. It's always a problem, but many people want jobs, but getting someone with the right attitude is a challenge. It's a challenge, but we have got to struggle to do that." Participant 5 Participant 12 identified some challenges of employee attitude, "And even late coming is a challenge. Absenteeism is a challenge. Because you will have a plan for the day."
Employ on an ad-hoc basis.	Participant 9, "So as and when I have a project, I have a set team of people who will be working on it. So, because I don't always have projects, my employees work on an ad-hoc basis." Participant 1 said, "Because usually, it's a cost-cutting measure to answer one of the previous questions on the sustainability of the business. You wouldn't want to have full-time employees when there is no business. So, in the construction business, you have those identified as employees, and you only call them in when you have a job."
Train employees	Participant 5 said a mouthful, "Because you need to train, to train people. Some don't even know why they are working (clears throat). They don't even know they are working. Some are there, and they have no idea where you are going in the business. Their

	main job now is to shift from their main job to another, which is complaints—complaining about this or that. So that, that kind of a person you don't just kick out, you educate them. That's development, staff development there. So, once in a while, you tell them this is why we are doing this, we are doing this, we are doing this. And even the labour laws, you take them through the labour laws so that they see transparency.”
Have succession plan	Participant 7 said that old age contributes because you know we are getting old, and you must have a succession plan. They have to work in a way that those who are experienced can be pushed into management positions. To be directors.”
Balance employee composition	Participant 6 explained, “And staffing, I flew some adverts requiring some staff members. I wanted to have a balance of fresh people from school and veterans so that it's a balanced thing, such that it's not new people or young people only. This will ensure there is both energy for people to be a bit innovative and willing learners who are comfortable and confident around people who have done it before. That is the combination I was looking forward to, and I managed to get it.”
Sometimes retrench	Participant 3 retrenched cautiously, “So when we started, we were employed, and we retrenched. We negotiate with the employees because they can see that it is okay if things are not going well, so we give them options. Do you wish to stay? When we get business, you get your money. So that is one of the strategies that we use. So, in as much as we have in our mind, we also want to create employment. So, to create employment, you don't just retrench attacking like that.”

A discussion on each of the components of manpower planning to ensure the sustainability of an enterprise, as revealed from the interviews, follows:

5.4.3.2.1.1 Need skilled manpower

Participant 1 pronounced the significance of skilled manpower in an enterprise by saying,

“You can’t make it without skilled labour”.

This implies that in engaging the workforce in an enterprise, recruiting a skilled workforce is vital; otherwise, sustainability is unachievable. The hazards and, incidentally, the benefits of having a skilled workforce are subtly highlighted by Participant 9, who said,

“It’s essential because buildings are very – anything can happen. If somebody trusts me to build their house- a double-story, for example, and they trust me with such. I don’t want a case where I take shortcuts and use unqualified people to execute those projects, and then something goes wrong. Somebody’s house fell, or it started cracking or having defects after I left. First, that person could be in legal trouble after that when he says this contractor took shortcuts and didn’t know this. I could get into trouble, and I could also be a hazard. What if somebody dies because I used somebody who is not qualified to build such a house, and it falls on people while they are sleeping? The roof or something can come down on them, you know. So, I would rather be very safe”.

This is corroborated by Moaisi (2005:19), who said the majority of SMMEs in developing and developed nations are owned and manned by sole traders who make ultimate decisions on how the enterprise should operate, its continuity, and development. In contrast, enterprises with skilled managers or owners seem to possess greater development possibilities than SMMEs run by managers or owners who lack experience (Wiese, 2014:36).

5.4.3.2.1.2 Get employees with the right attitude

Participant 5 emphasizes that getting employees with the right attitude is critical despite the challenges. He said, *“I know how difficult it is to hire the right personnel in the business. It’s always a problem, but so many people want jobs, but getting someone with the right attitude is a challenge. It’s a challenge, but we have got to struggle to do that.”*

Participant 5. Participant 12 identified some concerns about employee attitudes that kill businesses,

“And even late coming is a challenge. Absenteeism is a challenge. Because you will have a plan for the day”.

It is very frustrating to the entrepreneur to have employees who do not take their duties seriously considering the plans the entrepreneur has for the enterprise. Participant 6 had no good news for employees with a bad attitude.

“You know, with Tourism, you can’t take too long with certain negativity because, in the end, it will give you a lot of problems. You can’t keep a toxic person for more than a week because they are staying all in one place in that village. Imagine he is interacting with all of them at the kitchen canteen, and you will be in trouble by the end of the week. So, you need to exit that person immediately.”

He continues to underscore the impact negativity has on an enterprise,

“Looking at the reviews, you get people commenting, mostly on the negative side, and these opportunities will be gone”.

Ensuring that you have employees with the right attitude is in keeping with the prescripts of social sustainability that say to maintain a secure and healthy work atmosphere (Onyali, 2014:197)

5.4.3.2.1.3 Employ on an ad-hoc basis

While meeting the goals of the enterprise is pivotal, it is not fair and reasonable for the entrepreneur and the employee to be at the enterprise together when there is no work to do. This is because it does not make financial sense to pay people who are not doing anything meaningful in the enterprise, and the employees also find it meaningless to be coming to do work that is not there unless they are permanent employees. Participant 1 argues this position clearly by saying,

“Because usually, it’s a cost-cutting measure to answer one of the previous questions on the sustainability of the business. You wouldn’t want to have full-time employees when there is no business. So, in terms of construction business, you have those identified as employees, and you only call them in when you have a job.”

As noted, social sustainability or people account is about practising business operations reasonably and beneficially regarding the enterprise’s community, labour, and region (Onyali, 2014:197). Engaging people ad hoc means you call the employees when there is work to do only, and you pay them accordingly. Dictionaries (2023) explain ad hoc as something that is not planned but is done or formed only because a particular situation has made it necessary. In an enterprise, however, there is a lot of wisdom in planning for such because everyone needs to be aware of such an eventuality.

Participant 9 explained peacefully and proudly how she did it,

“So, because I don’t always have projects, my employees work on an ad-hoc basis. I have allowed them to go for other opportunities if nothing from me. But then they also feel good knowing that when I have a project, they are the first go-to persons”.

5.4.3.2.1.4 Train employees

Participant 5 said a mouthful on the significance of training employees when he said this,

“Because you need to train, to train people. Some don’t even know why they are working (clears throat). They don’t even know they are working. Some are there,

and they have no idea where you are going in the business, and their main job now shifts from their main job to another job, which is complaints—complaining about this or that. So that, that kind of a person you don't just kick out, you educate them. That's development, yah, staff development there. So, once in a while, you tell them this is why we are doing this, we are doing this, we are doing this. And even the labour laws, you take them through the labour laws so that they see transparency.”

As Onyali (2014) noted, social sustainability or people account is about practising business operations reasonably and beneficially regarding the community and labour. Employees need induction courses to comprehend what is expected of them and how they operate in the enterprise. Inductions should encompass explanations of the labour laws so that they clearly understand their responsibilities, rights, and expectations. Badal (2014:2-3) highlights the importance of training as it nurtures a talent called self-assurance, which provides the entrepreneur with a thorough understanding of himself and the employees. This is corroborated by Elnaga and Imran (2013:137), who articulated that an employee is the lifeblood of every company. The effectiveness of the company's workforce determines whether it succeeds or fails. As an entrepreneur, you need that self-assurance through training them so that employees can reach the expected performance levels to sustain the business. Otherwise, they will all be complaining about this or that. Regular and well-programmed staff development sessions are vital for social sustainability. Uma (2013:137) underscores the significance of training by arguing that implementing a training program can save your company thousands of dollars a year. In essence, trained employees can help achieve high-quality performance in a shorter period. It is a matter of taking care of the employees so they take care of you.

5.4.3.2.1.5 Have a succession plan

According to Atwood (2020), more firms realise that succession planning is much more crucial than they previously thought. Succession planning, with the idea that the job one

is being hired for, is a starting point, not a permanent position, has become a crucial tool to attract the best candidates as businesses compete to attract and retain talent. In his social sustainability stance, Participant 7 agrees with Atwood when he said,

“old age contributes because you know we are getting old, and you must have a succession plan. They have to work in a way that those who are experienced can be pushed into management positions. To be directors”.

He acknowledges that people get old, and some employees must move up the ranks and become directors. This is supported by Ali and Mehreen (2019), who claim that adopting succession planning programs that ensure the organization's stability at the management level, knowledge or skill level, and personnel level when the current managers depart is necessary for leadership succession planning as a cyclical process of replacing departing leaders. It is highly motivating for employees to know that they will not retire as shopfloor employees but as higher ones. This is indeed an excellent strategy to retain talented staff.

“...these employees do not have to be employees forever” Participant 7.

5.4.3.2.1.6 Balance employee composition

Participant 6 explained why he balanced employee composition,

“And staffing, I flew some adverts requiring some staff members. I wanted to have a balance of fresh people from school and veterans so that it’s a balanced thing, such that it’s not new people or young people only. This will ensure there is both energy for people to be a bit innovative and willing learners who are comfortable and confident around people who have done it before. That is the combination I was looking forward to, and I managed to get it”.

Dictionaries (2023) define balancing as bringing the composition of workers into proportion. That is, there is no homogeneity among the employees. Participant 6 was particularly worried about age. Haanwinckel and Soares (2021:24) argued to strike a

balance between the young and the old so that unskilled labour output might grow due to complementarities in the production function. Besides using age as the only standard, this approach of having a balanced workforce is generally supported by Niebuhr and Peters (2020:720), who contend that diversity may lead to productivity benefits because different worker groups may complement one another in industrial processes. Balancing workforce composition demonstrates the ability of an entrepreneur to be a relationship builder, which Badal (2014:2-3) identified as an entrepreneurial skill whereby the entrepreneur demonstrates a keen social awareness and capacity to forge bonds advantageous to the company's survival. This is very critical for social sustainability.

5.4.3.2.1.7 Sometimes retrench

Retrenchment is a type of dismissal that occurs for reasons other than the employee's fault; it typically results from unavoidable economic factors (Sharukayi, 2020). To ensure the organization's existence, the goal should be to cut labour expenses (Tafila, 2015). Retrenchment is subject to several standards; the employer must reasonably justify retrenching and conduct the process fairly (Sharukayi, 2020). Due to the need to cut down on costs when business was low, Participant 3 retrenched and tried hard to meet the expected standards when he said,

“So, and when we started, we have employed, retrenched. We negotiate with the employees because they can see that it is okay if things are not going well, so we give them options. Do you wish to stay? When we get business, you get your money. So that is one of the strategies that we use. So, in as much as we have in our mind, we also want to create employment. So, to create employment, you don’t just retrench attacking like that.”

Participant 3. While the desire to ensure social sustainability is noted in the entrepreneur, conducting retrenchments formally would curb unnecessary lawsuits. This implies that the contracts with the employees can be terminated, and they can be reengaged when business improves. According to Tafila (2015), it is legally presumed

that laid-off employees might be given re-employment in their prior roles within six months of the reduction if economic conditions improve. The Botswana Employment Act Chapter 47:01 is silent on reducing as an alternative to terminating employment. Still, the termination is final if it has been done substantively and procedurally fairly. The employer has no further obligations to the retrenched employee once all benefits to which the retrenched employee is entitled have been paid (Tafila, 2015). The following section is on motivation.

5.4.3.2.2 Motivation

The other sub-category of social sustainability is motivation. Most employees want cause to feel good about their work and perform at their best, according to Ganta (2014:221). While some workers are driven by money, others are emotionally motivated by praise and awards. The degree of motivation at work directly affects how productive employees are. Motivated and enthusiastic employees do their duties to the best of their abilities, which results in higher output rates. Moody (2021:4) recognizes that every firm depends heavily on its workforce. Keeping people motivated is the key to retaining and sustaining an organization's personnel pool.

Additionally, motivation helps workers perform at a high degree of efficiency. According to Onyali (2014), social sustainability is about keeping a healthy working environment that helps employees feel good about their work and wants them to be productive and efficient. Responsibility, ownership, creativity, and invention are fostered by motivation and rewards in a supportive work environment (Lagat, 2014).

To ensure motivation in the workplace, the participants did the following: have employee welfare at heart, empower employees, collaborate with the team, and reward hard workers.

Table 5.20 which continues on the next page, shows what the participants did for motivation purposes.

Table 5.20: Motivation sub-category and related quotations

Motivation	Quotations from participants
Have employee welfare at heart.	Participant 5: “Just show them you have their welfare at heart. The moment they feel you have their welfare at heart. You tend to benefit a lot. The business benefits. With them, it shouldn’t be just about making a lot of money but also about helping them as individuals.”
Empower employees	Participant 5: “Your employees. Make them a team. Make them own the business and empower them. They should feel this is ours. The moment they feel that they will be happy.”
Collaborate with team	“Now, the other biggest thing is your collaboration with your team. Your employees. Make them a team.” Participant 5
Reward hard workers	Participant 5: “You reward them like if they do a job that is quite outstanding and it has an impact, a positive impact on the business, yah that person stands out.”

Each of the aspects of motivation will be discussed below.

5.4.3.2.2.1 Have employee welfare at heart

Waititu *et al.* (2017:615) state that the actions companies engage in are intended to provide their employees with specific facilities and services in addition to paying, and benefits are included in the current idea of employee welfare. By implementing beneficial policies, Wei *et al.* (2020:2) acknowledge that companies may build management trust, develop employee relations, and raise staff excitement. Participant 5 knew the significance of having employee welfare at heart in his enterprise when he said,

“Just show them you have their welfare at heart. The moment they feel you have their welfare at heart. You tend to benefit a lot—the business benefits. With them,

it shouldn't be just about making a lot of money but also about helping them as individuals”.

However, Ben-Nasr and Ghouma (2018), in their investigation on employee welfare and stock price crash risk, concluded that there was an association between generous employee welfare plans and higher crash risk as generous employee welfare plans are often used to reduce the risk of employees whistleblowing on management wrongdoing. There is a need to reinforce the firm and national governance mechanisms to curb opportunistic uses of employee welfare and ensure higher informational efficiencies in the markets (Ben-Nasr & Ghouma, 2018).

Lagat *et al.* (2014:210), in their study on the Importance of Employee Welfare and Performance: The Case of the UASU at Egerton University, Kenya, enumerated a few components of employee welfare in descending order of priority, such as maternity, pension, housing, and medical plans, and suggest that low wage growth and sporadic promotions are seen to be to blame for the lack of commitment to accomplishing organizational goals.

5.4.3.2.2 Empower employees

Participant 5 looked at an expert in handling his workforce and said the following on empowering employees:

“Your employees. Make them a team. Make them own the business and empower them. They should feel this is ours. The moment they feel that they will be happy.”

The entrepreneur must have been experiencing positive returns in his enterprise due to empowering his employees. By giving control and decision-making to others, sharing information with them, and soliciting their opinions, many leaders today attempt to empower their workforce (Lee *et al.*, 2018). This agrees with what Participant 5 was doing to empower his enterprise employees. Tanjeen (2013), who defines employee

empowerment as providing a work environment where an employee may participate in decision-making, problem-solving, and goal-setting processes, provides more evidence. It entails the delegation of authority so that staff members may make choices. Employee outcomes relating to their jobs, such as work satisfaction, performance, and organizational commitment, are significantly correlated with their level of empowerment (Turkmenoglu, 2019:1). However, Lee *et al.* (2018) in their study titled "When empowering employees works, and when it doesn't" warn that this kind of leadership works best for inspiring specific sorts of performance and particular categories of individuals. The drawbacks are harmful use of the power received, high risk of failures without supervision, and conflicts resulting in less leadership. A frame of empowerment should be developed in an enterprise (Turkmenoglu, 2019:1).

5.4.3.2.2.3 Collaborate with team

Reimer *et al.* (2017:2) describe a team as a collection of interdependent individuals given team duties and common objectives. They define a team as a group of two or more people who cooperate and depend on one another to accomplish a common objective. There should be collaboration in teams at the workplace. Assbeihat (2016:257) ambiguously defines collaboration as how employees collaborate.

To ensure social sustainability in an enterprise, the participants advocate for collaboration between the employer's team and the employees. Participant 5 said,

"Now, the other biggest thing is your collaboration with your team. Your employees. Make them a team".

Collaboration is essential because the enterprise comprises interdependent individuals who share some basic objectives and are assigned different tasks and roles to achieve those organizational objectives. Collaboration is not executed haphazardly but must be conducted in an orderly manner. Rules and regulations make it possible to understand all the features of working in a team. One crucial part is the attitude and how to behave in a group; they are vital to keeping the employees together (Assbeihat, 2016:255).

Teams frequently work on highly interdependent projects, making team members dependent on one another to finish their jobs and reach their objectives (Reimer *et al.*, 2017:2).

Communication, trust, team resources, feedback, desire to collaborate, norms and regulations, meetings, and ethnicity are some characteristics that aid in promoting member collaboration (Assbeihat, 2016:256). Teams that don't work well together may have less cohesiveness and job satisfaction (Reimer *et al.*, 2017:18). Teammates won't ask for information if they don't feel secure because doing so entails interpersonal risks, including disclosing knowledge gaps, anxieties, or ineptitude (Shah, 2000). Teams should be appropriately handled for adequate social sustainability and achievement of organizational goals.

5.4.3.2.2.4 Reward hard workers

Hard work is defined in the work effort literature as having at least two components, namely duration and intensity, according to Douglas and Morris (2006). Intensity may be measured by how much physical and mental resources are applied to the job at any given time. Consequently, a given amount of "effort" might be achieved by working long or short shifts at either a high or low intensity. Working hard is distinct from being a workaholic since the latter is characterized by an obsession with working too much (Schaufeli *et al.*, 2009:210). Hard work refers to the effort to complete a task in a specific amount of time, which might be lengthy or short. Hard work is not an addiction to work, such as workaholism. The happiness that people experience both individually and collectively from;

- (a) income (materialism),
- (b) leisure, and
- (c) perquisites will push people to labour long hours (Douglas & Morris, 2006).

Hard workers who fall under the category of income seek financial rewards; those who fall under the category of leisure give up their free time to complete organizational tasks;

and those who fall under the category of perquisites are interested in all tangible and intangible non-financial rewards received at work or as a result of working there, including the prestige that comes with working for a particular company or organization (Douglas & Morris, 2006). The hard-working employee is often considered a valued organizational asset, hence requiring recognition through rewarding them.

Following the contribution the hard worker makes to the organization, Participant 5 said, *“You reward them like if they do a quite outstanding job that positively impacts the business, that person stands out”*.

Coworkers perceive those hard workers as making them look bad or changing the expectations of superiors so that they believe it is "normal" to work longer hours and may find hard workers annoying (Douglas & Morris, 2006). This may make coworkers feel pressured to put in more effort at work.

An organisation can achieve social sustainability through nurturing and practising good workforce planning and motivation. The business environment should be deemed conducive to social cohabitation and integration and increase the well-being and quality of life of the business's employees (Mehan & Soflaei, 2017:295). The need for a skilled workforce was stressed with a frequency of 12 while having the interests of employees at heart came second with a frequency of five. Frequency should not imply that the other codes are less important as enterprises operate in different spaces and environments.

The following section category for discussion is Customer service.

5.4.3.3 Customer service

Among the measures for sustainability, the participants identified is the presence of customer service in an enterprise. Fifteen aspects of customer service were discussed in this section.

Customers are the heartbeat of your business; thus, their happiness benefits it. A service is described as an economic activity that creates a specific value for a customer or provides benefits to the user (consumer) at a particular place and time through the acts or performance of the provider (Bordoloi *et al.*, 2019; Xie *et al.*, 2016). It is the process of providing a service that the entrepreneur ensures the clients' happiness through customer service. Customer service is all a business does to please its customers to boost sales and profit, according to (Kaňovská, 2010:562).

According to Mouawad and Kleiner (1996), offering top-notch customer service may make all the difference between a firm succeeding and failing in today's unstable market. Today's consumers are more knowledgeable than ever. They want to get value for their money and are becoming more cautious about the things they buy and the money they spend. Therefore, customer service has become integral to searching for competitive advantages in various economic spheres (Kaňovská, 2010). As a result of the customer's improved "acceptable" service standards over the past ten years, the level of courtesy and assistance required from a customer service representative has increased significantly; more skills are needed, such as telephone courtesy and assistance, practical telemarketing skills, customer retention, problem-solving abilities, maintaining customer satisfaction, and effective use of available technology (Mouawad & Kleiner, 1996)

From the interviews, the participants pointed out the following as customer service aspects that ensured they pleased customers and the sustainability of their enterprises: deliver as communicated, hunt clients, have a job delivery period, make products suitable for people, have good customer service, identify clients, create WhatsApp group with clients, do not interfere with client privacy, surpass promise, register with client database, serve clients equally, have good workmanship, give clients options, increase prices gradually, and seek good location.

Table 5.21 which continues on the next page, shows what the participants did to provide customer service to their clients.

Table 5.21: Customer service aspects and related quotations

Customer service	Quotations from participants
Deliver as communicated	Participant 12 said, “So if you had assigned one(employee) this coming tomorrow(that) we will be working on 1 2 3 vehicles they have to be delivered.... It affects customer satisfaction.”
Surpass promise	“I mean communicating exactly if there is an offer and delivering what is communicated. If anything, you want to surpass what you promised instead of under-delivering.” Participant 6
Hunt clients	“Hunt for them (clients). Aaah! Actually, for me, what worked best was every morning. I will make it a point that wherever I have dropped my profiles, I round them up when they open businesses. I round them up and tell them not to forget me; I’m still here. I’m still in business. So, you find that you get lucky. Get to them when it’s early. They are sorting out themselves...” Participant 1
Identify clients	“The most interesting part here is we have to go out there, like I mentioned earlier, to identify your clientele.” Participant 1
Register with the client database.	“...identify your clientele. Then you register with them. You have to register with their databases so that when they have some jobs or offers, they contact you, and you submit the RFQs. Request for quotations” Participant 1
Have a job delivery period.	“The quickest way is, because in most cases when you respond to a request if it is for these small jobs, you can’t give a delivery period of more than a week because that will act (against) you. They will put you aside. Yes, you are going to delay. So, you have to work within a few days so that you supply.” Participant 1
Make products suitable for people.	Participant 5: “People come to the area; they look around. As I told you, the best thing is to create a competitive advantage. Make the place(lodge) look suitable for the people. Make the

	place look attractive. So, most government people or offices they get, when they get to that place, they look at the other lodges around...”
Have good customer service.	“I just had the passion of fixing those problems and making a client happy with a car; if it’s brought to me with a problem, I make sure that I tackle the problem to the point that the client is going to be very happy with that” Participant 12
Serve clients equally	“So, you have to be neutral and serve everybody equally” Participant 7
Give clients options	“Let’s say company A says they need this kind of system. The company, we do quotes for them, we give them options.” Participant 10 “As far as I am concerned, the continuation of a business must be demand-driven. The people who are getting your goods and services are the ones that tell you what they like.” Participant 8
Have good workmanship	Participant 12: Uum, to myself, those measures are necessary because if you are running a business, you have to have limits whereby you should know kgore (that) if I do this, I’ll have to make a profit. If I do this, I must maintain a good friendship with the client who comes to me And good workmanship”
Increase prices gradually	“You find these supplies business, the profit margins are very slim, and when looking at your company, you know. I’m starting, and I want to go somewhere, and then the profit issue becomes like a hindrance because you want to make a huge profit at once. If you ever do it again, now you chase away business again. So now you have to do it bit by bit, gradually. So that you ensure you find customers who don’t run away.” Participant 1

Create a WhatsApp group with clients.	“...I have created a WhatsApp group with them where I am a group member. And whenever there is anything that needs my attention, they inform me where there is a leakage or something is needed, they always inform me on time, and I always go there to see what is happening.” Participant 4
Do not interfere with client privacy.	“I say I am always there because I check them almost every month. I don’t regularly go there because I don’t want to interfere with their privacy.” Participant 4
Seek good location	Participant 10: “Because with us nowadays, you can’t say, plus with technology, not quite a lot of people come to your office, but you can have your office at a good location, reasonable rental price, and people nowadays use emails. Use it with your clients; you talk to them and cut costs through that.

Each of the aspects of customer service will be discussed below, but delivering as communicated was addressed together with surpassing promises, hunting clients together with identifying clients and registering with the client database, having good customer service together with serving clients equally, giving clients options, have good workmanship and increase prices gradually. In this section, seeking a suitable location was the last to be discussed.

5.4.3.3.1 Deliver as communicated

Customer service is about making the customer happy, and often, business owners promise a lot to the customers about their service delivery, which they may fail to deliver. Participants in this study advocate for serving as communicated. Provide the customer with what you promised. The level to which the services rendered by the businessperson match or surpass the client's expectations is referred to as service delivery. (Shittu, 2020:1). The expectation during service delivery is that the service provider delivers as communicated or goes beyond what is expected. One method that

employees *"behave as an expression of their feelings toward the organization"* is through the provision of services. (Allen & Grisaffe, 2001:217). Suppose employees have a weak affective commitment to the organization. In that case, they may not deliver as expected and, in so doing, affect customer satisfaction, as expressed by Participant 12, who said, *"So, if you had assigned one(employee) this coming tomorrow(that) we will be working on 1 2 3 vehicles they have to be delivered. It affects the customer satisfaction"*.

According to Sharabi (2015), continuous improvement and customer-focused activities are highly valued in firms when there is a favourable relationship between employee conduct regarding customer interactions and emotional engagement with the organization. If customers are dissatisfied, they will not return for the service. Participant 12 affirmed this by saying, *"They (customers) will not return for the service."*

Any business with happy customers will inevitably grow its client base and revenues. Customers who are satisfied with your company may promote it intentionally or unconsciously (Ako-Nai, 2011:2).

There is a need to go beyond what was promised to ensure business continuity. Following going beyond what was communicated, Participant 6 said,

"I mean communicating exactly if there is an offer and delivering what is communicated. If anything, you want to surpass what you promised instead of under-delivering."

He stressed that it's better to **go beyond what was promised** rather than under-delivering. The notion of going above and beyond what was pledged to is supported by Lau *et al.* (2013:276), who claim that exceeding expectations increases customer satisfaction.

Organizations could use a variety of HR initiatives, such as hiring and training for customer service skills, compensating for customer factors, and other measures, to

make their priorities extremely obvious to their workforce. (Schneider *et al.*, 1998:160). Successful(recycled) entrepreneurs can conduct such activities because they are better at utilizing information tailored to enterprise-related commitments than non-experts (Mitchel in Lukes and Uhlaner (2010:9)

5.4.3.3.2 Hunt and identify clients

Participant 1 stressed the need to seek business by **hunting clients**. He acknowledged that some clients promised to call, but they never called. You have to be more aggressive and hunt for them. Participant 1 said, *“They tell you they will call but don’t, so you must go out again. Hunt for them.”*

Gopalakrishna *et al.* (2022:3) say that acquiring new clients is the lifeblood of every business, which supports the client-hunting strategy. You can not rely just on your loyal clientele. It is necessary to look for new clientele. Since each consumer can only buy so much, finding new customers is crucial for growth (Hancock *et al.*, 2011:2). It is also important to note that motivation has a role in hunting for clients. Gopalakrishna *et al.* (2022:27)found that while extrinsic motivation considerably boosts conversion effectiveness for salespeople with increased competence, intrinsic motivation increases prospecting and conversion effectiveness.

However, it should be mentioned that finding clients is a difficult task that might make personnel want to leave the company. This is corroborated by Hancock *et al.* (2011:2), who discovered that salespeople tasked only with obtaining new clients rapidly became disillusioned and demonstrated considerable turnover in the instance of one producer of high-tech components. The situation improved when they changed their approach and committed one day each month to looking for new clients. This has now been a mainstay of the company's sales processes. To increase the number of new clients they acquire, businesses need to hire highly skilled salespeople with intrinsic solid motivation (Gopalakrishna *et al.*, 2022:28-29). A firm cannot exist without customers (Adesina & Chinonso, 2015:3).

Hunting for clients can be enhanced drastically if you pursue clients you have identified.

“the most interesting part again here is we have to go out there like I mentioned earlier, identify your clientele,” Participant 1

Participant 1 continued to say,

“Identify your clientele. Then you register with them. You have to register with their databases so that when they have some jobs or offers, they contact you, and you submit the RFQs. Request for quotations”.

Identifying clients is paramount because it enables the entrepreneur to **register in the client database**. Using the database, the entrepreneur can easily be given job opportunities.

Clients can be identified as primary and critical clients. Key clients will aid the selling firm's development and make it more competitive. Main clients are the most significant clients in terms of their weight on the selling firm's turnover or sales volume (Pels, 1992:6). The ideal situation is for all key clients also to be main clients (Pels, 1992:6). Key clients are very critical for the firm's development and assisting it to be more competitive. They can be identified thus;

- the potential for higher sales volume
- the ability to enhance the seller's reputation
- the expertise it may disseminate or aid in producing and
- network impact (Pels, 1992:6)

The selection process should assist the entrepreneur in identifying clients whose participation will develop the growth of the market and the entrepreneur's image. The client can require the entrepreneur to use new technological equipment, innovative research methods, updated production processes, delivery modalities, or unique quality standards, thereby increasing the entrepreneur's competitive advantage (Campbell & Cunningham, 1983; Cunningham & Homse, 1982). According to the network impact,

customers can provide business owners access to new markets or market niches (Cunningham & Homse, 1982). Using demographic information from data sources, the customer's propensity to purchase may also improve the identification of potential consumers (Chou *et al.*, 2000:447). Customers should be profiled to guarantee accurate identification by segmenting or gathering them depending on their characteristics. Once the customer segments have been established, each segment may be further examined and profiled in light of its common traits and effects on the company (Chou *et al.*, 2000:449).

Identification of clients and registration in their database will enhance the entrepreneur's chances of being requested to provide quotations for various job opportunities.

5.4.3.3.3 Have a job delivery period

Participant 1 underscored the need to have a **reasonable delivery period** by stating that,

"The quickest way is, because in most cases when you respond to a request if it is for these small jobs, you can't give a delivery period of more than a week because that will act (against) you. They will put you aside. Yes, you are going to delay. So, you have to work within a few days so that you supply."

Since most consumers aren't aware of the complete distribution (marketing) channel process, they see delivery as the essential part of the channel since it denotes the point at which the client interacts with the desired product. (Kovač *et al.*, 2017). Reliability has a significant role in consumer satisfaction. You should fulfil client expectations on time if they have developed such expectations of you and your staff; otherwise, they won't be able to depend on you for your constant assistance and delivery schedules. (Adesina & Chinonso, 2015:3). Employees should be available to deliver as expected by all means possible. Participant 12 regrets situations when some employees are absent when he said,

“For example, the absence of an employee means the target is not being met.”
He emphasises the importance of the delivery period when he says, *“And time is money. And that will affect my delivery time because when I give a quote, OK, fine, this one will take me 4 hours. So, if I exceed 4 to 6 hours, it’s affecting the delivery point.”*

Missing the delivery times can be costly to the enterprise because it increases the cost of doing business; for example, a job that should be done in 4 hours is done in 6 hours.

Adesina and Chinonso (2015:3) suggest that to prevent awkward situations, the business should be honest if they can't satisfy expectations. A single dissatisfied consumer has the power to drive away business. Further, Kovač *et al.* (2017) explain that their research showed that buyers advance certain product delivery expectations and if there are discrepancies in the delivery process, such as a deviation from the expected delivery time of the product, customers will negatively perceive the ultimate satisfaction, regardless of whether the delivered product is authentic.

5.4.3.3.4 Make product suitable for people

Participant 5 said the following about making the **product suitable for people**,

“People come to the area; they look around. As I told you, the best thing is to create a competitive advantage. Make the place(lodge) look suitable for the people. Make the place look attractive. So, when they get to that place, most government people or offices look at the other lodges”.

The product that the participant talked about is a lodge. He emphasized that the product must be suitable for the habitation of guests. Dictionary (2018) defines suitability as adapting anything to a function or purpose. The lodge, therefore, must be usable by people for the goals they want it for. A lodge is a home or cabin where guests can stay while on vacation in the countryside or the mountains(Dictionaries, 2023). Thus, the

product should be usable by people on holiday. They should be able to enjoy their rest and peace of mind at the lodge. It should be appropriate for use by people on holiday.

The participant continued to point out that the product should create a competitive advantage compared to other lodges. This implies that the product should go beyond meeting the basic standards of a lodge. As already discussed, when a business acquires and develops a set of unique traits that enable it to outperform rivals and outcompete them, it has a competitive advantage(Yuleva, 2019:71). The lodge should have unique characteristics that will allow it to exceed surrounding lodges. This way, government officials often choose his lodge because they look around and realize that his lodges are outstanding compared to others within the vicinity. Cops (2016), in his study of motivations, behaviour, and experiences of intergenerational tourists in Belgium, found that the most crucial reason for tourists is spending quality time together and having accommodation that has quality, child-friendliness, and is suitable for elderly or disabled people.

5.4.3.3.5 Have good customer service

According to Lee and Lee (2020:5), effective face-to-face interactions between salespeople and customers are essential to successful customer service. This is what the participants believe in as well. That is, ensuring that the clients experience pleasant and effective face-to-face encounters at the enterprise. Participant 12 said,

“I just had the passion of fixing those problems and making a client happy with a car; if it's brought to me with a problem, I make sure that I tackle the problem to the point that the client will be pleased with that”.

Customers want to get what they believe they paid for (Gibson, 2013:8). Customers' bad experiences should be reduced to gain their trust and motivate them to keep looking for the services they want (Lee & Lee, 2020:24). This is because

“if my client is happy, I’m also well paid. If my client is happy, I’m also certain of his return next time. I’m also certain of him bringing some more clients. I’m also certain of a good reputation,” Participant 12.

Participant 12 understood the significance of **good customer service**.

Today, with more businesses fighting for customers' attention, providing excellent customer service is crucial for a company to be successful (Gibson, 2013:5). Global considerations, the utilization of various online communication tools and technologies, and the provision of service that is responsive to consumers' demands are all different critical components of successful customer service (Gibson, 2013:8). Conway and Briner (2015:2040) highlight some of the factors that consumers are sensitive to, such as serving time, queue length, and service quality. All personnel should be given sales training because it helps them become more client-centric and improves their comprehension of customer goals and values (West *et al.*, 2022:21). Additionally, a common language is developed between personnel and clients via training.

Training also guarantees that **customers are treated equally** in how service is delivered. Participant 7 said this about treating customers equally, *“So, you have to be neutral and serve everybody equally”*.

This implies that customers will be given the same customer service, and there is no segregation among the customers. Adesina and Chinonso (2015:3) support the equitable treatment of consumers by stating that by educating staff to treat clients respectfully, customers will similarly interact with your business and be more satisfied.

More customer satisfaction can be nurtured if **customers are given options**. Participant 10 said this about providing clients with opportunities, *“Let’s say company A says they need this kind of system. The company, we do quotes for them, we give them options.”*

A business should be able to provide alternatives to customers so they may choose what they want wisely and increase their level of satisfaction. People have a wide range of likes and options. Therefore, satisfaction varies from person to person. Depending on the options available, it may also change the customer's expectations (Khadka & Maharjan, 2017:18). Giving customers alternatives is supported by Sainam *et al.* (2010:402), who claim this creates flexibility. In their study on offering options in the sports market, Sainam *et al.* (2010:413) found that option pricing can generate higher profits than current pricing mechanisms analytically and experimentally.

Additionally, most respondents thought option pricing was a good idea—fair and simple to understand. Participant 8 underscores the option issue by stating, *“As far as I am concerned, the continuation of a business must be demand-driven. The people who are getting your goods and services are the ones that tell you what they like.”*

This implies that the business is there to provide customer needs as the customers demand them, and providing options enables customers to choose what they want.

Participant number 12 underscores the need to enhance customer service by limiting pricing despite the desire to profit. The products should **reflect good workmanship** over and above being friendly to customers. He said, *“To myself, those measures are so important because if you are running a business, you have to have limits whereby you should know kgore (that) if I do this, I’ll have to make a profit. If I do this, I must maintain a good friendship with the client who comes to me And good workmanship”*.

Participant advised on issues of profit-making when he said, *“You find these supplies business, the profit margins are very slim, and when looking at your company, you know. I’m starting, and I want to go somewhere, and then the profit issue becomes like a hindrance because you want to make a huge profit at once. If you ever do it again, now you chase away business again. So now you have to do it bit by bit, gradually. So that you ensure you find customers who don’t run away.”*

Essentially, he pointed out the dangers of trying to make a profit all at once for a starting business by charging high prices, which may chase away the customers and lead to its closure. While the profit motive is apparent, **prices should gradually increase** to keep loyal customers. Quality will guarantee customer satisfaction. Insider (2021) defines craftsmanship or quality as an excellent level of performance in the services rendered. When something is done well, it fulfils the promise and often exceeds expectations. When customers are content, customer retention is assured.

5.4.3.3.6 Create WhatsApp group with clients

Information and communication technology development is ongoing. The widespread usage of smartphones in this respect has enabled access to a variety of mobile instant messaging services like WhatsApp, as pointed out by O'Hara *et al.* (2014:1). WhatsApp is a free messaging app that is owned by Facebook Inc. and has more than 1.3 billion users worldwide (Endeley, 2018:96). As more individuals use WhatsApp to communicate for both personal and professional purposes, consumers have sought greater security and privacy for their communications (Koçak & Vergiveren, 2019:2). Thus, WhatsApp introduced a new technique known as End-to-End Encryption (E2EE) in 2014. This makes it possible for communications between parties to be secure, impenetrable to eavesdroppers, and difficult to break (Endeley, 2018:96). This is why WhatsApp is widely utilized in business nowadays. WhatsApp is the most commonly used mobile messaging software nowadays (Endeley, 2018:95).

Participant 4 must have been persuaded to use WhatsApp during business communication because of its security features and free messaging service when he said,

“I have created a WhatsApp group with them where I am a group member. And whenever there is anything that needs my attention, they inform me where there is a leakage or something is needed, they always inform me on time, and I always go there to see what is happening”.

There are minimal costs for buying airtime bundles to access the WhatsApp messaging facility for conversations between individuals and group chats.

The relevance of group-based communication was shown in a survey of 633 participants (N=633) by Kovač *et al.* (2017:12), where participants placed the 'group-based communication' feature (61.5%) as the fourth primary reason that motivated them to use the WhatsApp program. However, it is regrettable that WhatsApp's end-to-end encryption makes it technically hard for governments and secret agencies to tackle organized crime, terrorists, and child pornographers (Endeley, 2018:95).

The entrepreneur should **have a WhatsApp group with clients**, and it should be remembered that there is value in being present in the client database.

5.4.3.3.7 Do not interfere with client privacy

Participant 4 runs a multi-residential property and respects his client's privacy. He had this to say about clients' privacy: *" I am always there because I check them almost every month. I don't regularly go there because I don't want to interfere with their privacy."*

He claimed he checked his clients about once a month but desisted from checking them more regularly to **avoid interfering with their privacy**.

Privacy is an elusive concept, not only because it is difficult to define but because it is dynamic – it is transforming over time. It is often influenced by “political and technological features of the society's environment” (Moor, 1999:114). It was once thought of as the right “to be let alone.” Judge Cooley, cited in Warren and Brandeis (1890), once pronounced it as a right to be let alone as newspapers were the threat when they were publishing photographs of, and statements by, individuals without the subject's consent. Today, privacy is synonymous with personal information, and information technology is seen as a threat to privacy.

Organizations have their own set of concerns about information privacy. Profitability is essential to most companies, so the containment of costs and avoidance of fines, as they relate to information management and privacy, are significant concerns. How a firm manages information can impact its perceived trustworthiness and reputation – not just with consumers but employees, shareholders, partners, and other parties (Pelteret & Ophoff, 2016:293). From the second part of the 20th century, several international legal documents acknowledged the right to privacy as a first-generation fundamental human right, which protection then appeared in the national legislations of the countries adopting these documents (Pelteret & Ophoff, 2016:259)

There are, however, challenges to privacy that nowadays include that we are not only being watched, but the information obtained about us is recorded and stored, and more and more aspects of our lives are recorded this way (e.g. security cameras, paying with credit cards, buying aeroplane tickets, etc.) (Pelteret & Ophoff, 2016:261).

5.4.3.3.8 Seek a good location

Indarti (2004:171) states that in his study of the location and success of an internet café in Indonesia, regression analysis reveals that availability of utilities, proximity to schools/universities, and security affect business success in a positive direction, while proximity to highways, being in commercial centre affect in an adverse order. However, according to the results obtained by Marinković *et al.* (2018:801), the priority in selecting a location for a business unit in the ICT industry is human resource availability, the second is the political and economic environment, and the third is the competition. From their findings, highways and being in commercial centres are not negative as long as the location is economically viable. It is vital to note that modern business cannot be imagined without information and technology (Marinković *et al.*, 2018). Participant 10 said, *“Because with us nowadays you can’t say, plus with technology, not quite a lot of people come to your office, but you can have your office at a good location, reasonable*

rental price, and people nowadays use emails. Use it with your clients; you talk to them and cut costs through that”.

Marinković *et al.* (2018) corroborate this by stating that staying competitive in today's terms means that services should be available to customers in a few clicks. Companies must be capable of processing vast amounts of real-time data for accurate decision-making, thereby cutting business transaction costs. Also, it implies having backend systems that can effectively manage the production, inventory, or other areas of business. Given the importance of information and communication technology nowadays, the **priority in selecting a location** for a company should include human resource availability, the political and economic environment, and the competition (Marinković *et al.*, 2018).

Rajkumar (2013:52-53) corroborates Marinković *et al.* (2018) results in their study on the selection of information technology companies, and implicitly other enterprises, by noting that governance, industrial site, economic, social, and technical considerations are all significant when deciding on a location. On economic and technical considerations Participant 10 said, *“You can have your office at a good location and a reasonable rental price, and people nowadays use emails.”*

Generally, customer service delivery as communicated was uttered more frequently than the other aspects, followed by hunting for clients. Customer service delivery, as communicated, seems common among enterprises.

5.4.3.4 Operational skills

Operational skills were identified as critical among the other measures of sustainability. Zatta *et al.* (2019:308) define operational skills as exploiting resources efficiently. In their study, the following were identified as necessary for business sustainability: operational improvement, operational innovation, operational customization, operational cooperation, rapid response to the market, and operational reconfiguration.

The participants, in turn, identified the following as operational skills that ensure sustainability: Planning at the centre, Market analysis, Marketing yourself, Working harder, Having targets, Revisit strategies, Having a mushroom model of business, Industry analysis, Applying BCG matrix, Allocate resources well, Spread risk and outsource. Regarding the frequency of being talked about as an essential operational skill, Planning had 19; Market analysis had nine while marketing yourself and working harder had four each. Having targets and revisiting strategies had three and two, respectively. With a frequency of one each, there was: have a mushroom business model, industry analysis, and applying the BCG matrix. Allocating resources well, spreading risk, and outsourcing were not repeated during interviews.

Table 5.22 which continues on the next pages, shows what participants did in terms of implementing operational skills for the sustainability of their enterprises.

Table 5.22: Operational skills and related quotations

Operational skill	Quotations from participants
Planning at centre	Participant 2: "I guess there are several things one has to do, but I would put planning at the centre." Participant 2: "Planning is both immediate, short-term, and strategic. I plan to say what it is that I want to do in the next year or the next two years. What is it that my business should do? How are we going to grow ourselves? What kind of employees do we have to employ to be able to be part of this business? So, I think it's about competencies in terms of planning. In terms of how we market ourselves and in terms of how we allocate our resources." Participant 11: "You can do farming, but it's challenging. I mean horticulture. This other friend I met at Transport went headlong into horticulture." Participant 2: "Planning allows you to understand your operating

	environment. It will enable you to see challenges in advance. It allows you to identify the kind of risks that you may likely meet and mitigation measures you should put in place. Planning will let you know whether you have the resources to execute your strategy. “
Have targets	Participant 11: “I have targets for the month. I have to do so many of these things. I have to incorporate so many companies for me to be sustainable. I have to hit so many business plans to be sustainable. To be able to pay off the monthly expenses.”
Revisit strategies	Participant 5: “You can only overcome them by getting the right people for the job; you also need to revisit your market strategies for the business. Because initially, you will be telling yourself (clears throat), this is what I envisaged after so much time. This is where I see my business, and as you move along, so many forces will disturb your business. You don’t achieve what you want to achieve. So, you keep on revisiting your strategies. If things like this happen, what should I do? I should do 1 2 3.”
Allocate resources well	Participant 2: “So I think it’s about competencies in terms of planning. In terms of how we market ourselves and in terms of how we allocate our resources.”
Outsource	Participant 10: “I had to engage the people with the right expertise. For example, I’m not an accountant, but I had to involve an accountant. But as for people like the accountant I outsourced and the other technical guys to help me fully execute the installations’ duties, I had to outsource as well.”
Do market analysis	Participant 1: “Actually, it’s all about you doing the market analysis, then you have to go out there and identify the companies you will source your products from.”
Industry analysis	Participant 3: “Looking at the industry, I look at the players in the industry, the owners of the colleges, most of the colleges, I believe that we are incomparable. I believe that I can do better. Even better.

	Holding some factors constant, I believe I can do better than them. So that is why I went into this. I could've gone into another industry, but I believe this is where I have a competitive advantage."
Market yourself	Participant 1: ". you have to go out there and market yourself because if you relax, nothing comes in."
Work harder	Participant 2: "If you do not work, you cannot expect water to come out of the reservoir if you do not put water inside that reservoir. So, you wouldn't; you will not be able to reap anything if you don't work for it. So that's what's more challenging now. So, it makes you think. It makes you work hard. It makes you get involved in a greater sense. So, to me, that is challenging now because I have to think, I have to plan, and I have to work. I meet challenges during the process, but it makes me work harder than before."
Have a mushroom model of business.	Participant 2: "What if the consultancy business is not viable also, so you would want to have a kind of a mushroom model of businesses so that if one business is not doing well, the other one will, will, will compensate the other, and you remain sustainably."
Apply BCG matrix	Participant 2: "If one business is, I remember when we were doing the BCG matrix at school, where you have the cash cow, you have the dogs, and you have the question marks and the stars. If one business is a question mark, then the star's cash can be used to fund businesses that are not doing well. So, you play around with that BCG matrix."
Spread risk	Participant 2: "And wanting to spread your risk, where you say the transport business is not viable, then the consultancy business may supplement the transport business."

For more significant comprehension of the operational skills identified in the table, the following groupings of related codes will be used to discuss them:

- Planning, having targets, revisiting strategies, allocating resources well, and outsourcing

- Market analysis, industry analysis, market yourself, and work harder
- Have a mushroom model of business, apply the BCG matrix, and spread the risk

5.4.3.4.1 Planning

According to Participant 2, planning is at the centre of everything. In his statement, he pronounces what is involved in planning, giving reasons. Participant 2 said this about planning,

“Planning is both immediate, short-term, and strategic. I plan to say what it is that I want to do in the next year or the next two years. What is it that my business should do? How are we going to grow ourselves? What kind of employees do we have to employ to be able to be part of this business? So, I think it’s about competencies in terms of planning. In terms of how we market ourselves and in terms of how we allocate our resources.”

From Participant 2's experience, it is clear that planning is central to everything as it helps you plan for the workforce and current and future business activities. Competencies in planning are crucial to having that capacity for implementing this operational skill, as he said. Planning helps in marketing oneself and the allocation of resources.

Victoria (2019) corroborates what is involved in planning by saying that to get from a known situation to the desired one within a certain amount of time, planning entails setting objectives or outcomes to be reached, providing the tools to enable results to be accomplished, and interfering with reality as well as making decisions that affect the future to reduce its uncertainty. Planning is about setting goals to be achieved, how they will be achieved, relieving tension, and having a clear picture of the vision of an enterprise. Participant 11 remembers a situation where one entrepreneur went into horticulture without planning, as the consequences were regrettable,

“Farming you can do, but it’s so much challenging. I mean horticulture. This other friend I met somewhere there at Transport went headlong into horticulture”.

Robbins and Coulter (2007:186) argue that planning is fundamental to all other business activities as there will be nothing to organize, control or lead without planning.

Planning helps in **strategizing** when things do not work out as planned. Participant 5 said this about strategizing,

“ you can only overcome them by getting the right people for the job; you also need to revisit your market strategies for the business. Because initially, you will be telling yourself okay (clears throat). This is what I envisaged after so much time. This is where I see my business, and as you move along, so many forces will disturb your business. You don’t achieve what you want to achieve. So, you keep on revisiting your strategies. If things like this happen, what should I do? I should do 1 2 3.”.

Planning allows you to think of alternative ways to achieve your goals in case the initial plan fails. Planning may be viewed as a form of problem-solving (Van Assche & Verschraegen, 2008:279). That is restrategizing. In any case, planning allows you to have emergent plans which become the actual plans. James (2018:1) supports what the participants are arguing by stating that creating and implementing an emergent strategy entails that, once the intent is clear, the organization decides where and how to respond to changing real-time situations, enabling it to take advantage of new opportunities by becoming more agile in its response to these changes.

The process of planning involves setting targets. It would help if you had **targets** in the form of goals. Participant 11 argues thus,

“I have targets for the month. I have to do so many of these things. I have to incorporate so many companies for me to be sustainable. I have to hit so many business plans to be sustainable. To be able to pay off the monthly expenses”.

For Participant 11, working without planning is inconceivable as he sets targets and goals to achieve through planning. Mason and Harrison (2006) state that recycled

people are superior to new, non-recycled entrepreneurs because they are street-smart and more thorough in their pre-start-up preparation, corroborating the significance of planning for business sustainability.

According to Participant 2, planning is also about **allocating resources well**. As he said,

“So, I think it’s about competencies in terms of planning. In how we allocate our resources.”

Without proper allocation of resources, business sustainability is difficult to achieve. Levinthal (2017:2581) declares that resource allocation is allocating and managing resources to meet an organization's strategic planning objectives, which agrees with Participant 02's experience of prudently allocating resources.

From the discussion, it was evident that planning was at the centre of everything. Temtime (2003:59) stresses that even the adoption of total quality management practices in SMMEs should be preceded by promoting business planning practices. However, some project management success seems to depend more on the capacity to manage change through time than on the ability to plan (Puddicombe, 2006:949). In agreement, Schramm (2018:8) argues that, as in war, no plan endures first contact with the adversary. You rarely find an entrepreneur who states that his business plan was helpful as the business is too fluid regarding the unpredictability of markets. Entrepreneurs, therefore, dance to the market's variable rhythm and tempo.

5.4.3.4.2 Market analysis

According to Ferrante (2005:169), entrepreneurial talent is the aptitude to find, choose, deal with, elucidate, and employ the data essential to resolve unsettled problems in society and capitalize on market possibilities. An entrepreneur can resolve outstanding issues in the community due to their entrepreneurial talents, enabling them to conduct a market analysis industry analysis, market themselves, and even work harder.

Participant 1 said this about market analysis, *“It’s all about you doing the market analysis, then you have to go out there and identify the companies you are going to source your products from”*.

Tran (2020:7) agrees with the participant as he argues that **market analysis** is a critical component of a company plan and plays a significant part in market research. Again, the value of planning is shown in market analysis.

As part of marketing research, market analysis determines the characteristics and size of a particular market (Dictionary, 2002). Squidoo (2010) points out the value of market analysis by stating that because it evaluates the market's size and worth, customer behaviour and spending patterns, the competition, and market obstacles and problems, it helps develop an enterprise's strategy. Consequently, the knowledge gained from the market analysis is essential for growing a successful organization. Squidoo (2010) argues that the market's potential and dangers are handled based on the analysis findings, giving the basis for decision-making that allows businesses to reach their target markets.

Market analysis is not the only way of assessing the potential for business opportunities for entrepreneurs while exercising their operational skills. Participant 3 took it further and did an **industry analysis**, to which he said,

“Looking at the industry, I look at the players in the industry, the owners of the colleges, most of the colleges, I believe that we are incomparable. I believe that I can do better. Even better. Holding some factors constant, I believe I can do better than them. So that is why I went into this. I could’ve gone into another industry, but I believe this is where I have a competitive advantage”.

He examined the players in the industry he was participating in and concluded that he could do much better than them. The industry analysis truly inspired him. Hove and Masocha (2014:257) agree that it is vital for SMMEs to have an explicit knowledge of the industry structure they are working in, as it becomes simpler to select a game plan

aimed to boost continuity by bettering production or market share. To that end, an industry study compares your firm to others in the same sector so you may better design profitable business plans (Squidoo, 2010). Participant 3 had done that and was prepared for what lay ahead in his business strategy. He could not have gone into another industry, as after the industry analysis, he realized he had a competitive advantage.

After analyzing the market and industry, the participants identified the need to **market themselves**. Participant 1 said, “*. you have to go out there and market yourself because if you relax, nothing comes in*”.

Business is about being known and what products you offer. Without that, no one knows about you and your products, and according to Participant 1, nothing will come into the business without marketing yourself. Squidoo (2010) believes that building oneself up is all about brand positioning, whether you're talking about marketing or advertising. By selecting a speciality, establishing yourself as an authority on the good or service you provide, being ready to teach, gaining a following on social media, looking for business possibilities, and getting to know people, you may convince your clientele that you're the first person they should contact when they have an issue in your industry.

Marketing yourself will involve much hard work and a need to be prepared for the challenges ahead. Participant 2 thus said, “*If you do not work, you cannot expect water to come out of the reservoir if you do not put water inside that reservoir. So, you wouldn't; you will not be able to reap anything if you don't work for it. So, that's what's more challenging now. So, it makes you think. It makes you work hard. It makes you get involved in a greater sense. So, to me, that is challenging now because I have to think, I have to plan, and I have to work. I meet challenges during the process, but it makes me work harder than before*”.

The ultimate goal of working hard is to get returns for your business. Participant 2 argues that you can not expect water to come out of the reservoir if you do not put water

inside. Squidoo (2010) sums everything up by claiming that selling oneself online and offline is difficult. It's challenging to perfect it, and you must put in much effort.

5.4.3.4.3 Have a mushroom model of business.

This section discusses the codes- have a mushroom business model, apply BCG matrix, and spread risk. Participant 2 presented an exciting strategy for ensuring sustainability in business when he said,

“What if the consultancy business is not viable also, so you would want to have a kind of a mushroom model of businesses so that if one business is not doing well, the other will compensate the other and you remain sustainably?”.

He prepared himself for sustainability by having several businesses. He argues that not all companies can fail at the same time. If one fails, the other will support his business endeavours, and he calls this concept a **mushroom business model**. Mayor (2009) defines mushrooms as growing and developing very quickly. By implication, the Participants encourage having several businesses to ensure sustainability.

The Boston Consulting Group (BCG) helps business organizations to develop their efficiency for the successful operation of their business activities (Mohajan, 2017:1). According to Participant 2, the **BCG matrix** can be used effectively in the mushroom model of business when he said,

“If one business is, I remember when we were doing the BCG matrix at school, where you have the cash cow, the dogs, the question marks and the stars. If one business is a question mark, then the cash from the star can be used to fund businesses that are not doing well. So, you play around with that BCG matrix”.

The idea is that businesses perform differently. Some do very well, others perform moderately, while others perform poorly, and those doing well can give financial assistance to those performing weakly. Ryńca (2016:70) supports the utilization of the BCG matrix by stating that the BCG matrix is widely used in shaping the production

portfolio or the service portfolio as it indicates profitable products and services, the surplus of which should be allocated for the development of unprofitable ones which may bring profit in the future. That is precisely what Participant 2 argued when he said, *“If one business is a question mark, then the cash from the star can be used to fund businesses that are not doing well”*.

In addition, the BCG matrix makes it possible to determine which products should be withdrawn from stock and which should bring a higher profit in the future (Ryńca, 2016:71). The mushroom model of business will significantly benefit from employing the BCG matrix because it analyses and identifies which companies can continue being invested in, which to sell off, and which to shut down to ensure sustainability (Mohajan, 2017:1).

However, the BCG matrix has its limitations, and some of them are as follows:

- Businesses may typically be classified as medium in the BCG matrix, in addition to the low and high categories. As a result, the genuine essence of business might not be represented.
- Sometimes, a business with a low market share can gain expected profits.
- In this paradigm, the market is not clearly defined.
- The approach disregards minor rivals with rapidly expanding market shares.
- Each business unit is viewed as independent of the others in the framework.
- Dogs can occasionally provide rival companies with a competitive edge. They sometimes make more money.
- Environmental elements are not considered (Lu & Zhao, 2006; Squidoo, 2010).

Participant 2 went on to talk about **spreading risk** when running businesses, and he said,

“And wanting to spread your risk, where you say the transport business is not viable, the consultancy business may supplement the transport business”.

From what the Participant said, spreading risk occurs when an entrepreneur runs several businesses, and the companies should be different. In his case, he had the consultancy and the transport business, and he gives an example of one business failing and the other supporting the failing one. Risk is the possibility that a financial investment (such as a stock or commodity) may decrease in value (Dictionary, 2002). This implies that a business can be exposed to failure by various factors that may affect it. For instance, some transport businesses during the Covid 19 period were faced with the risk of loss as people were prohibited from moving around freely due to restrictions that were in place. At the same time, the Consultancy business could afford to have online customers; hence, it had less risk of COVID-19 exposure. This is the technique of using different goods or operations to distribute risk (Dictionary, 2002) called diversification. Negative factors that affect the transport business may not affect the Consultancy business at the same time as examined above.

Essentially, the mushroom model of business enables the implementation of the BCG matrix and spreading the risk of failure through diversification, but diversification has these limitations:

- It could result in an overuse of a company's resources.
- With diversity comes an increase in costs.
- The company could require additional infrastructure and personnel training, reducing its income.
- Insufficient knowledge and minimal innovation (Maragia & Kemboi, 2021:46).

5.4.3.5 Leadership

Leadership was included among the measures of sustainability identified by the participants. Leadership is about having the desire, talent, personality, and other traits to inspire a group of individuals to work toward a shared objective (Strait, 2020:2). In addition to possessing qualities that encourage and inspire others to accomplish organizational goals, some people accept someone as their leader in a particular situation to pursue shared objectives, while also noting that leadership is a process of

interactive influence (Silva, 2016:4). From this definition it is indicated that leadership is a process which is interactive and contextual. Leadership depends on situations in which someone interactively influences others to achieve specific tasks. It is, therefore, possible to have individuals constantly influencing others in more varied conditions than others; hence, they are more identifiable as leaders. These leaders communicate with their teams to accomplish organizational goals, which calls for a constant flow of information between the management and the staff (Dictionaries, 2023). There is reciprocity in information sharing in the process of leadership.

The participants identified various aspects of leadership related to sustainability measures in operating and managing a business. Table 5.23 which continues on the next page, shows these aspects concerning how frequently they were recognised:

Table 5.23: Aspects of leadership and frequency

Aspect of leadership	Frequency
Differentiate yourself and the company	11
Have good relationships	8
Build reputation	8
Do not be reckless with money	4
Be innovative	2
Run business according to vision	1
Have transparency	1
Be at the forefront	1
Micromanage product (lodge)	
Be an overseer	
Be sharp and determined.	
Do not micromanage	

Table 5.23 shows that the participants emphasize the need to ensure that the owner and the business are separate. That is, there should be a separation of powers between the owner and the company. This is followed by emphasising good relationships and

building a reputation. The participants also strongly advised not to be reckless with money. The other aspects have no frequency values, but that does not diminish their worth.

Table 5.24 which continues on the next page, shows what participants did to demonstrate their leadership skills in sustaining their enterprises.

Table 5.24: Leadership skills and business sustenance

Leadership aspect	Quotations from participants
Differentiate yourself and the company.	Participant 1: "So now that's the main one, and then we come to the business owners. They should differentiate between business and themselves. This is me because, in most cases, you find that you have the business and the business has a business account, but with the monies that get in there, you are cheating yourself as a business owner because you will be taking all the money out. Now you are putting it into your account because I doubt these people would use the money from the business account."
Do not be reckless with money.	Participant 11: "Yes, because they are rushing out. They have this 1 million pula package, so even when someone says give a P100 000 for this, they pop out without thinking."
Run business according to vision.	Participant 6: "For the business to run according to my vision, I have to be there to make sure staff understand where I am coming from and where I am going so they can think along the same lines as far as the business is concerned."
Micromanage product (lodge)	Participant 6: "I am micro-managing a lot of the aspects because of two reasons. 1. I am learning, so I need to understand what happens and what needs to happen exactly. 2. For the business to run according to my vision, I have to be there to make sure staff understand where I am coming from and where I am going so they

	can think along the same lines regarding the business. So that even in my absence in the future, in case of anything, they would think as I would think.”
Do not micromanage	Participant 5: “And then, even the business I have just discussed with you, the farming one, you don’t have to micromanage it. You get the right person to run the business.”
Be an overseer	Participant 5: “The lodge, you get the right person to run it and that one needs the right person to run it. So, you are an overseer. You go there, you check your records, you do all those things, and then you can manage it”.
Have good relationships	Participant 10: “But we have some projects where we borrow. That money will depend on your relationship because you don’t get some jobs directly from the client. The client pays the electrical contractor; the electrical contractor pays us”.
Build reputation	Participant 6: “So, with tourism and hospitality, the biggest thing is reputation. I picked those because it doesn’t take much for your reputation to be tainted on the many different platforms of the property. I can meet one of my friends in South America after coming from the lodge, and I can say some of these guys gave me poison for food, and the other one will ask for the name of the lodge. Suddenly, 3, 4, 5 people cannot even go to that lodge”. laughing
Have transparency	Participant 6: “I think one of the most important things is transparency, communicating at the sales points; I mean communicating exactly if there is an offer and also delivering what is communicated.”
Be innovative	Participant 10: “So, you need to be very innovative, and you do quite a lot of research; there are quite a lot of systems that you can bring through so that we can adapt within our region”.
Be at the forefront.	Participant 8: “Be at the forefront. You should now, as we speak right now, look at 2023 and say what people will want and what the trends will be. And these trends are not necessarily national. Internationally

	and regionally, you can see the trends and then move with the trends.”
Be sharp and determined.	Participant 9: “I do have other strategies that I use as an individual-just being sharp, determined...”

The next discussion will contextualise what these participants said in the literature. To reduce repetition, the codes will be discussed in groups as to how closely related they are, as shown below:

- Differentiate yourself and the company, do not be reckless with money,
- Run business according to vision, micromanage product (lodge), Do not micromanage, Be an overseer,
- Have good relationships, build reputation, Have transparency,
- Be innovative, be at the forefront, be sharp and determined,

5.4.3.5.1 Differentiate yourself and the company

Participant 1 had this to say about **differentiating yourself and the company**,

“So now that’s the main one, and then we come to the business owners. They should differentiate between business and themselves. This is me because, in most cases, you find you have the business and the business has a business account, but with the monies that get in there, you are cheating yourself as a business owner because you will be taking all the money out.”

Participant 1 complained about business owners who take the business money into their accounts, draining the business's financial resources. He warns that such actions will lead to the downfall of the company. Money is essential for business because entrepreneurs bank on fiscal means to invest, grow, and develop (Ngek, 2016:354). Reginald and Millicent (2014:61) also underline the importance of finance when they say financial resources obstruct SMMEs ' success and competitiveness. In contrast, more pointedly, inadequate financial resources often hinder the prosperity of SMMEs in developing countries (Reginald & Millicent, 2014:61).

In connection with financial resources, Participant 11 rues the **recklessness with money** exhibited by some entrepreneurs in Botswana when he said,

“Some guys have bought fields so exorbitantly. Yes, because they are rushing out. They have this 1 million pula package, so even when someone says give a P100 000 for this, they pop out without thinking”.

Participant 11 saw some Batswana who got packages. Because they had not planned what they would do after getting the package, they rushed into any entrepreneurial activity without thinking, thereby being charged unfairly for items they bought. Still, financial capital is an essential requirement of entrepreneurship (Yadav *et al.*, 2018:6). A shortage of financial resources and time are sometimes identified as factors that obstruct SMMEs from developing a sustainable game plan (Burlea-Schiopoiu & Mihai, 2019:1). Entrepreneurs should have the financial discipline to ensure the sustainability of their enterprises.

5.4.3.5.2 Run business according to vision

Being reckless with money can be attributed to lacking a vision because someone has some financial wealth and does not know what to do with the wealth. For a business to be run according to the entrepreneur's dream, Participant 6 advises that,

“For the business to run according to my vision, I have to be there to make sure staff understand where I am coming from and where I am going so they can think along the same lines as far as the business is concerned”.

Participant 6 went into business with a vision after obtaining a package. He insisted on being present at the lodge to ensure the employees understood his vision and could think like him even during his absence. This is corroborated by Bowen (2018:1), who says that an organization's long-term goals in the vision decide where it wants to be in the competitive landscape. A vision statement, thus, drives those long-term goals. The phrase "vision" implies how the company perceives itself. The organization has this as

its future goal and desire (Suranga, 2014:34). Although the vision may be challenging to realize, it will at least provide direction (Suranga, 2014:34).

Participant 6 had a vision for his enterprise and wanted that business focus to be adhered to by all the employees, and to achieve that, he **micromanaged his enterprise**, which was a lodge. In addition to wanting the vision adhered to, he had another reason, which he articulated as,

“I am micro-managing many aspects for two reasons. 1. I am learning, so I need to understand exactly what happens and what needs to happen”.

The other reason has been explained in the preceding paragraph. The participant micromanaged a lot of the lodge’s activities because he was learning and needed to understand what happens in a lodge and realize other aspects of the lodge that were to happen. He micromanaged to know about happenings in the lodge and ensure adherence to his vision. Managers who use micromanagement regulate and constantly monitor their staff members (Mishra *et al.*, 2019:2949). Participant 6 had to control and monitor his subordinates because he wanted to learn many aspects of the lodge and ensure his vision was pursued. However, micromanagement stunts the professional development of the workers who are subject to it. Additionally, the leader's persistent meddling hinders a team's ability to be unique and flourish (Chambers, 2009).

Participant 5 thinks otherwise about **micromanaging** and puts it this way,

“And then, even the business like the one I have just discussed with you, the farming one, you don’t have to micromanage it. You get the right person to run the business”.

He believes there is no need to micromanage if you have the right personnel in the enterprise, which was also a lodge in his case. Participant 5 has trust and confidence in his employees and thus rejected micro managerial principles in running a sustainable enterprise. In his research on the causes of micromanagement, Chambers (2009:26) discovered that those thought to be micromanaging are viewed as control freaks who

lack faith in others. It is considered that their actions stem from insecurity and conceit. Micromanagers' tendencies suggest that they think they are wiser and more capable than others around them and must monitor everyone closely to ensure things are done correctly. Participant 6 appeared to exhibit these characteristics.

If the entrepreneur trusts and has confidence in his employees, he can be an **overseer**. **Participant 5** said this about overseeing an enterprise,

“The lodge, you get the right person to run it and that one needs the right person to run it. So, you are an overseer. You go there, you check your records, you do all those things, and then you can manage it”.

An overseer ensures the task is completed appropriately (Dictionaries, 2023). Dictionaries (2023) explain further that supervising means keeping an eye on and managing (a project or a team of employees) to guarantee a suitable result or performance. It involves keeping an eye on the subordinates rather than carefully monitoring and supervising them. While overseeing focuses on the broad picture and defers to employees in taking care of the specifics since it has faith and confidence in them, micromanagement is detail-oriented and takes a hands-on approach. Managers must distinguish between good management and micromanagement and know when to put the brakes on when they see signs of micromanagement (Bans-Akutey, 2020:827). Without micromanaging the business, learning on the job is possible because doing so might not offer other employees enough responsibility. Controlling every aspect of a situation or project, even the minute details, may not be essential (Dictionary, 2019).

5.4.3.5.3 Have good relationships

This part on measures of sustainability deals with having good relationships in operating and managing businesses. Participant 10 said this about **having good relationships**,

“But we have some projects where we borrow. That money will depend on your relationship because you don't get some jobs directly from the client”.

The participant spoke of a situation where he sometimes gets jobs through sub-contracting. The electrical contractor would get a project and subcontract his company on specific aspects. Getting subcontracted on its own implies having good relationships with the electrical contractor, and getting paid is a consequence of having good relationships. In support of good relationships, Reynolds (1992:47) argues that entrepreneurs should build social relationships and bonds that promote trust, not opportunism. Entrepreneurs should not take undue advantage of people to be successful. Success should come as a result of keeping faith with the people. Eckhardt and Shane (2003:333) further advise that to overcome the disadvantages that inadequate social networks may create in exploiting opportunities in the marketplace, it is advisable always to be involved in more extensive social networks.

Building a good reputation is one of the key elements in having good relationships. Participant 6 said the following about **building a good reputation**:

“so with tourism and hospitality, the biggest thing is reputation. I picked those because it doesn’t take much for your reputation to be tainted on the many different platforms of the property. I can meet one of my friends in South America after coming from the lodge, and I can say some of these guys gave me poison for food, and the other one will ask for the name of the lodge. Suddenly, 3, 4, 5 people cannot even go to that lodge”.

The participant laughed at how easy it is to have the reputation of the enterprise destroyed and subsequently lose business. Indeed, Shim and Yang (2016:2) warned about building a good reputation when they said that a good reputation is earned over many good deeds, but it only takes one lousy act to destroy it. The measure the participant implemented was micromanaging the enterprise, as already discussed. Taghian et al. (2010) contend that being market-oriented builds a sustainable competitive advantage by creating and maintaining an organizational identity that stakeholders can identify with and support. In turn, this generates a favourable market reputation that distinguishes the company from its main rivals in the eyes of stakeholders and substantially creates credibility.

However, Taghian *et al.* (2010) claim that increasing reputation is not always accompanied by improved profitability and that reputation alone is insufficient to promote organizational performance. This suggests that further direct marketing campaigns might have a more immediate and efficient impact on performance. Therefore, micromanaging to increase reputation may not guarantee profitability, hence the need to include other direct marketing initiatives that would influence the performance of the enterprise more directly and effectively.

Participant 6 talked about **transparency** because of wanting to deliver what has been communicated, and he said, *“I think one of the most important things is transparency, communicating at the sales points; I mean communicating exactly if there is an offer and delivering what is communicated.”*

He stressed that when an offer is made to the client at any point in the enterprise, it must be followed through so it is delivered as expected by the customer and facilitated by transparency. This dimension of the participant experience has implications for reputation building. In his study, Brouwer (2012:232) explains business sustainability as balancing economic efficiency, stakeholder participation, inventiveness, adaptability, and transparency. Most SMMEs are young firms and start-ups that, by their character, tend to display volatile patterns of earnings and growth and lack clarity in their operations (KUNG’U, 2015:23).

In their study on organisational transparency, Schnackenberg and Tomlinson (2016:4) found that contrary to what most academics have thought, corporate transparency is not a one-dimensional notion. Instead, it comprises three dimensions: information disclosure, clarity, and accuracy. This is what Participant 6 emphasized when he said he wants transparency in the organization so he delivers as communicated. Information must be shared as made in the offer, and it must be clear and accurate. On analysing studies on an organisation's transparency and trustworthiness, Schnackenberg and Tomlinson (2016:20) concluded that trustworthiness is not a dimension but an

antecedent of transparency. Thus, an organization should have transparency to gain trustworthiness.

5.4.3.5.4 Be innovative

Participant 10 said this about being innovative, *“If you are innovative and you do quite a lot of research, there are quite a lot of systems that you can bring through so that we can adapt within our region”*.

Participant 10 argues that you can bring more business to the organization if you are innovative. Gutterman (2021:4) agrees with the sentiments of Participant 10 by stating that the inclusion of innovation in the definition of entrepreneurship originated from Schumpeter, who believed entrepreneurs were better placed to fight economic discontinuities. Seaden and Manseau (2001) state that you must successfully develop and use new or enhanced ideas through innovation to generate helpful and valuable results. A participant talked about bringing in new systems in the region, which implied he understood what was and was not available. Product innovation results from discovering and evaluating opportunities based on a thorough understanding of market conditions (Zahra & Wiklund, 2010:2).

Lack of innovation has been attributed to company failure of SMMEs in Botswana. An impediment to the growth of this sector has been recognized as the absence of an inventive agenda focusing on fostering a culture of ongoing innovation among Botswana's Small, Medium and Micro Enterprises (SMMEs) (Moalosi *et al.*, 2013:1). You cannot be innovative if you take a backseat. You need to be at the **forefront of things**, and Participant 8 contends that,

“Be at the forefront. You should now, as we speak right now, look at 2023 and say what people will want and what the trends will be. And these trends are not necessarily national. Internationally and regionally, you can see the trends and then move with the trends”.

Participant underscores the need to be ahead of time, be innovative, and cater to the client's future needs. The needs could be national, regional, and international. Dictionaries (2023) states that having an essential position in a campaign or other activity means you are at the forefront. The idea is you need to outpace the competition. Moalosi *et al.* (2013:1) acknowledge the problem of not being at the forefront nationally, regionally, and internationally when they said that SMMEs are vulnerable to both internal and international competition, and the majority are challenged by imports from other nations (Moalosi *et al.*, 2013:1).

Being sharp and determined is essential to stay at the forefront because, according to Participant 9, *"I have other strategies I use - just being sharp, determined..."*.

The entrepreneur needs to be sharp and determined if they can stay ahead of the game. Explains that the adjective "sharp" denotes fast observation and creative inventiveness. The qualities of Participant 9 seemed to include rapid observation and resourcefulness. Dictionary (2019) defined determination as having a strong desire to stick to a specific course of action, regardless of how challenging it may be. The recycled entrepreneur emphasizes the need for fast insight, resourcefulness, and focus on the organization's mission, even when it is challenging for sustainability.

5.4.3.6 Economic sustainability

In this part of the report, the researcher discussed codes provided by the participants concerning measures of sustainability in the category of economic sustainability. Thus, economic sustainability means using various strategies for employing existing resources optimally so that a responsible and beneficial balance can be achieved over the long term (Jeronen, 2020). This refers to practices designed to create a company's long-term economic development while also managing its activities' environmental, social, and cultural aspects. In other words, it emphasizes the organization's financial worthiness to the surrounding system in a way that strengthens it and increases its ability to sustain later age groups (Alhaddi, 2015:8). Examples of economic sustainability are when

enterprises assess their operations to monitor things like energy waste, which leads to savings. And by enacting better social practices, companies avoid turnover and have a more productive staff.

Participants gave their input on how they practice economic sustainability, and the following table shows what they said. Table 5.25 shows the frequency of each code as a reflection of how many times the participants noted that code repeatedly. The repetition is about how standard the code is in operating and managing businesses sustainably.

Table 5.25: Codes on Economic sustainability and frequency

Codes on Economic sustainability	Frequency
Maintain accurate financials	8
Ask for deposit	5
Have cost-cutting measures	3
Use profit to sustain business	2
Buy from manufacturer	1
Manage cash flow	1
Use backroom as office	1
Support business with maintenance work	
Avoid current account	
Have business protocols	
Open accounts in money markets	
Have security	
Grow business	
Calculate risk	

Table 5.25 shows that maintaining accurate financial records is the most talked about practice as it explains how the financials come in, are used, and go out. Asking for a deposit from clients whose job you are doing had the second highest frequency, followed by having cost-cutting measures. Next, regarding frequency, was to use profit

to sustain the business. Buying from the manufacturer, managing cash flow, and using the backroom as an office had a frequency of one each, and the remaining practices were not repeated. The participants used these practices to make profits and financial savings to ensure staff was retained and providing services and goods to the stakeholders was continued into the long term.

Table 5.26 which continues on the next page, shows what participants practised to ensure economic sustainability in their businesses.

Table 5.26: Businesses' economic sustainability

Economic sustainability code	Quotations from participants
Maintain accurate financials	Participant 5: "You keep falling. You wake up as soon as you fall. You know, the first thing is to maintain accurate financial records. That's the first thing. Because business is all about finances." Participant 6: "You also need to find a way to manage those finances. The basic financial system is that you understand what's going in and out."
Manage cash flow	Participant 10: "So when doing projects, you should have cash." Participant 10: "The challenge to sustain the business is cash flow."
Have cost-cutting measures	Participant 1: "Because usually, it's a cost-cutting measure to answer one of the previous questions on the sustainability of the business. You wouldn't want full-time employees when there is no business." Participant 10: "You can have your office at a good location, reasonable rental price, and people nowadays use emails. Use it with your clients; you talk to them, so you cut costs through that".
Buy from manufacturer	Participant 10: "If we are to get something from there(manufacturer), direct from there, and the cost for bringing the equipment, it's less."
Use the	Participant 1: "You can use your backroom as an office. But it comes

backroom as an office.	at a cost. It's cheaper to use your place."
Ask for deposit	Participant 10: "So when you ask for a deposit from your client, you don't ask for a 50% deposit; you can say I'm asking for a 30% deposit. So, when they pay that 30%, it becomes more like it will mobilize you. You can buy a few cables or materials, and by the end of the month, when you put in a claim, they pay you back." Participant 11: My strategies are clear. You drop 50%, and I start on your project." Participant 10: "When we do projects, we ask for the deposit. So the moment they pay us a deposit, that lessens the part of going to borrow money."
Avoid current account	Participant 10: "Other than leaving your money in the current account, there are charges."
Calculate risk	Participant 10: "If you are to invest, you can do your investment but calculate risk."
Grow business	Participant 7: "My leisure time is less; my family time is less because of the business I want to grow to the standards of going international." Participant 7: "The interesting is now is. What is interesting is now the company is growing recently, and so we started as two people, and now the company has about 12 staff members".
Use profit to sustain business.	Participant 1: "Like from the previous issue I mentioned earlier when we were talking of knowing that the business profits are for sustaining the business."
Open accounts in money markets	Participant 10: "You open another account (money markets... whereby that account is not charging you. It's more like they give you a certain rate after a few months; you know you are benefiting."
Have security	Participant 7: "No, no finance houses. I knocked on every door but to no avail. They were not helping. As I said, when they give you their finances, they like security, and I was not at liberty to put my house as

	security. Then I said I had to keep pushing because I was not meeting their demands. So, I didn't get any assistance from financiers for finances".
Have business protocols	Participant 12: "I think this is all about your behaviour as an individual. It's all about establishing protocols when you are running the business. I always tell some people that you don't have to mix business with pleasure when you are in business. You don't have to mix business with friendship."
Support business with maintenance work	Participant 10: "Maintenance it supports. We take maintenance so that it supports the business."

To avoid unnecessary repetitions, the codes that are related were discussed together, and they are as follows:

- Maintain accurate financials and manage cash flow
- Have cost-cutting measures, buy from the manufacturer, use the backroom as an office, ask for a deposit, avoid current account, and calculate risk
- Grow business, use profit to sustain business, open accounts in money markets, have security, business protocols, and support company with maintenance work.

5.4.3.6.1 Maintain accurate financials

Participant 5 said this about maintaining accurate financials,

"you keep falling. You wake up as soon as you fall. You know, the first thing is to maintain accurate financial records. That's the first thing. Because business is all about finances."

The recycled entrepreneur highlighted that business is all about finances, and you keep falling and waking up to get them, but in the end, you must ensure you **have accurate**

records of your finances. There should be accountability. You need to know how the finances flow in and out of the company. If needs be, ways should be found to ensure you have accurate records, as said by Participant 6,

“You also need to find a way to manage those finances. The basic financial system that you understand what’s going in, what’s going out”.

Researchers concur that maintaining correct financial records is essential since having a good understanding of finances benefits performance and is favourably influenced by the availability of financial resources (Ngek, 2016:360). This implies that knowing your finances helps the enterprise's performance depending on the revenue availability.

Maintaining accurate financials is enhanced by **managing the cash flow**. Participant 10 argues, *“Cash flow is the challenge to sustaining the business.”*

That is, entrepreneurs face challenges sustaining businesses because of poor cash flow. This is explained when he said that when you have projects, you need to have cash on hand to start the project. Therefore, the project cannot be undertaken if you do not have some money and that business will be gone. Participant 10 said, *“So when doing projects, you should have cash.”*

Morris and Kuratko (2020) also point out that some businesses struggle with everything from calculating the size of the market and understanding business models to communicating with key stakeholders, incorporating technology into the company, and managing cash flows, leading to their failure. The need for financial resources is a crucial component of entrepreneurship (Yadav *et al.*, 2018:6). The capital or cash must be appropriately managed to achieve their goals. Having cost-cutting measures in place also ensures sustainability.

5.4.3.6.2 Have cost-cutting measures

A study by Ligthelm (2010:148) stated that several aspects, including increasing productivity transformation of the items committed to launching fresh goods, lowering labour expenses, handling costing processes, and concentrating on client services, play a part in company sustainability. Managing costing procedures and reducing labour expenses are two challenges mentioned as being critical to corporate sustainability. Cost-cutting methods were outlined in Levine's 1978 study as a collection of managerial actions that result in organizational transformation and lower levels of resource availability and utilization (Makhunga, 2017:8). The importance of **cost-cutting** is supported by Mashau and Makhunga (2018) assert that cost control is a solid foundation for a company's success. To that effect, Participant 1 said,

“Because usually, it’s a cost-cutting measure to answer one of the previous questions on the sustainability of the business. You wouldn’t want full-time employees when there is no business.”

He adopted an ad-hoc type of arrangement whereby employees come when needed rather than having them full-time because that would unnecessarily eat into the financial reserves, thus reducing his level of sustainability. Participant 10 took the following measures to ensure sustainability,

“You can have your office at a good location, reasonable rental price, and people nowadays use emails. Use it with your clients, you talk to them, so you cut costs through that”.

However, Mashau and Makhunga (2018), in their research on the effects of cost-cutting measures on employee performance, discovered that cost-cutting strategies lower the organization's ability to deliver high-quality service. The organization's personnel morale suffers due to cost-cutting efforts, impacting staff performance. This is contrary to the impact ad hoc work arrangements are having on employees of the recycled entrepreneurs, as Participant 9 said,

“Ad-hoc basis as when I have a project. I have allowed them to go for other opportunities if nothing from me. But then they also feel good knowing they are the first go-to persons when I have a project. They are happy, and I am happy

about that. They are so supportive. They often call me - anything? We want to come. We want to come. And I will say no, don't worry, I am still arranging it. I am fixing things".

The good thing about this way of cost-cutting is that everyone understands they will only be wanted when jobs are available; they are not employed permanently and are free to look for other opportunities.

The other managerial intervention that causes organizational change with lower resource availability and utilization recycled entrepreneurs implemented is **buying from the manufacturer**. Participant 10 said the following about purchasing from the manufacturer,

"I promise you if we are to get something from there(manufacturer), direct from there and the cost for bringing the equipment, it's less."

He concedes that buying from the manufacturer reduces costs. The Internet's growth and its reach have made it feasible. As a result, many manufacturers have added an online channel to supplement their current retail channels, enabling them to sell to customers directly(Kumar & Ruan, 2006:289). There is no need for the distributor, as Participant 10 highlights some challenges of dealing with distributors, which contribute to unnecessary costs,

"So, I will give you an example of a certain system. You find out that it is made in Spain. It was purchased in South Africa. As an entrepreneur, you are stuck within your technical area to train. And you call the distributor in South Africa. I once called one at some point, and he said throw that device away. Then he said because it has locked, come and purchase another one. There is no way you can unlock it. So, this is what I did: made in Spain, I contacted Spain, and then I said wait, hold on, I am going to call South Africa. They have to confirm that this device is for you. Please confirm that this serial number is from you. Then they said it was from us. So, the one in South Africa confirms for me so I can talk

directly to the supplier. They confirmed. The supplier was able to log in for me and was able to unlock the device”.

Distributors can be unnecessary because they increase costs and may lack the technical knowledge to support their products. Yet many manufacturers have complemented their existing retail channels with an online medium, allowing them to sell directly to their consumers.

Given cutting costs, Participant 1 encourages using the **backroom at one’s residence as an office**. The use of backrooms depends on their availability and the country’s regulations. He said, *“You can use your backroom as an office. But it comes at a cost. It’s cheaper actually to use your place.”*

The cost is that backrooms are frequently used as "graveyards" for lost or forgotten goods. (Bixler & Honhon, 2021:3).

Another way the recycled entrepreneurs recommend to ensure sustainability is to **ask for a deposit** when doing the job for a customer. Participant 10 said this about asking for a deposit,

“So, when you ask for a deposit from your client, you don’t ask for a 50% deposit; you can say I’m asking for a 30% deposit. So, when they pay that 30%, it becomes more like it will mobilize you. You can buy a few cables or materials, and by the end of the month, when you put in a claim, they pay you back.”

Participant 10 says the deposit does not necessarily have to be 50%. It can even be as low as 30%, but it will help the entrepreneur buy the basics wanted to start the project. Investopedia (2012) explains that you may have to provide a company with a deposit or a certain sum to obtain products or services, such as a rental. Participant 11 uses the deposit similarly to Participant 10, but his terms are stricter: *“My strategies are clear. You drop 50%, and I start on your project.”*

By implication, the entrepreneur will not do the job if a 50% deposit is unpaid. The importance of the deposit was underlined by Participant 10 when he said, *“When we do projects, we ask for the deposit. So, the moment they pay us a deposit, that lessens the part of going to borrow money”*.

Participant 10 calls it ‘mobilization’, which is the activity of gathering resources, bringing them together, or preparing them for use (Dictionaries, 2023)

Because of cutting operating costs, participants advise avoiding a current account. Participant 10 thus said, *“Other than leaving your money in the current account, there are charges there”*.

He said that money left in the current account is exposed to charges, but you can open a money market account where the funds can accrue interest. A current account is a personal bank account from which you can withdraw cash whenever you want using your chequebook or prepaid debit card (Dictionaries, 2023). Account maintenance charges apply, and no interest is earned (Motlhabane, 2017:283). Business people who do more frequent transactions with the bank are more likely to open a current bank account (Kazungu & Njau, 2023:229). In making investments in money markets, there is a lot of wisdom in calculating the risk involved. Participant 10 said this about calculating risk, *“If you are to invest, you can do your investment but calculate risk”*.

He advised that investments are suitable but calculate the risk involved. Risk is the potential for financial loss due to changes in the marketplace or the extent to which an organization might quickly adjust to these changes (Kiseleva *et al.*, 2018). Entrepreneurs should calculate the possibility of financial loss caused by various investment factors. Badal (2015:2-3) provided examples of entrepreneurial talents and risk-taking among the skills. A risk-taker is an individual who pursues a business idea even when the probability of succeeding is not high (Kitigin, 2017:53). However, contrary to this belief that entrepreneurs are risk-takers, Mongia (2013:10), in his study, explains that Schumpeter summed the characteristics of an entrepreneur as being more

risk- and uncertainty-averse. However, whether risk-taking or risk-averse, the advice is that there is a need to calculate the risk involved in an investment.

The desire to cut costs should lead to growing the business.

5.4.3.6.3 Grow the business

When a corporation experiences growth, its net profits, assets, and sales rise dramatically. Additionally, there is a possibility to take advantage of a curve where the cost per unit of the sold goods decreases, resulting in higher profits (Funk, 2022:2). The idea about growing a business is to direct one's efforts towards ensuring that net earnings of the enterprise increase significantly. Below is what Participant 7 said about growing the business,

"My leisure time is less; my family time is less because of the business that I want to grow to the standards of going international".

He cut down on leisure time and even family time to realize high net profits, and he proudly declared,

"The interesting is now is. What is interesting is now the company is now growing recently, and so we started as two people, and now the company has about 12 staff members".

They were two when they started the company, but now the company has grown; they are twelve and still growing. The profit—the difference between expenses and revenues—is one of the outcome indicators of corporate growth (Funk, 2022:3). Any company's profit results from the revenues it brings in and the efficiency with which it operates. Profitability will indicate improved productivity and growth in sales if it rises. Therefore, a rise in efficiency and sales may be used to measure the company's growth. Thus, the participants realise profits, which indicates that a firm is expanding.

Another move the recycled entrepreneurs pursued to ensure they grow their businesses is to **open accounts in money markets**. Participant 10 had this to say about opening accounts in money markets,

“You open another account (money markets) whereby that account is not charging you. It’s more like they are giving you a certain rate. After a few months, you know that you are benefiting.”

A money market account (MMA) is a distinct bank savings account with several features unavailable in standard savings accounts. Regular savings accounts often yield lower interest rates than money market accounts (Investopedia, 2012). The high-interest rate is indeed a motivator for entrepreneurs to open a money market account to enhance the growth of their businesses.

Another measure recycled entrepreneurs use to ensure sustainability is using **the profit to sustain the business**. Participant 1 said this about using profit to support the business,

“Like from the previous issue I mentioned earlier when we were talking of knowing that the business profits are for sustaining the business.”

Therefore, business profits should not be used for anything except activities related to sustaining the business. The outcome indicators include the gain, which is the difference between the costs and revenues.

Having no security can hamper the growth of the business because financiers may not be willing to assist you because of a lack of collateral. Participant 7 had a sad experience, and he said,

“No, no finance houses. I knocked on every door but to no avail. They were not helping. As I said, when they give you their finances, they like security, and I was not at liberty to put my house as security. Then I said I had to keep pushing because I was not meeting their demands. So, I didn’t get any assistance from financiers for finances”.

The recycled entrepreneur's message was that an entrepreneur must **have security** if he requires funding from financiers. Sadly, banking institutions believe it is challenging to finance SMMEs without collateral security (Moaisi, 2005:18). Secured loans are backed by a specific type of collateral, such as real estate or automobiles, or liquid assets like cash (Investopedia, 2012). Participant 7 had a house that he could have used as security for borrowing money but could not do it. He probably calculated the risk, decided to forgo borrowing, and kept pushing as he said.

It is observed that high-risk borrowers choose loans with no collateral. In contrast, low-risk borrowers typically pick contracts with high collateral (Elsas & Krahnen, 2000:4). There is not enough evidence to conclude that Participant 07 was a high-risk borrower since he didn't want to provide security.

Growing the business will require that an entrepreneur has **business protocols**. Participant 12 explained what is meant by having business protocols when he said,

“ I think this is all about your behaviour as an individual. It's all about establishing protocols when you are running the business. I always say to some people that you don't have to mix business with pleasure when you are in business. You don't have to mix business with friendship.”

Participant 12 identified the protocols as the behaviour of the recycled entrepreneur in terms of not mixing business with pleasure and friendship. These can be seen as business principles that may hinder the growth of the enterprise because a lot of income can be lost through fun and fellowship. Some friends can seek a product or service from the entrepreneur but never pay for it. These are fundamental principles. The collection of behaviours known as "business protocols" is most prevalent in cross-cultural business encounters (Cortes, 2000).

To avoid waiting for one source of income in some cases, like in the construction industry, there is a need to support businesses **with maintenance work**. Participant 10 said,

“Maintenance it supports. We take maintenance so that it supports the business.”

In the building sector, maintenance is the sum of all technical and related administrative operations taken throughout a structure's useful life to keep it or any of its components in a condition that allows it to carry out its intended tasks (Straub, 2012:186). Participant 10 understands that maintenance work can be a source of income by repairing buildings to retain them in a state where they can perform their required functions. Houses are intricate artificial structures requiring ongoing upkeep and adaptation to survive (Straub, 2012:186).

5.4.3.7 Knowledge

This part of the report discusses codes provided by the participants about sustainability measures in the knowledge category. Bolisani *et al.* (2018:1) claim that knowledge is an abstract idea without connection to the actual world. Although it is a highly potent idea, there is currently no consensus on what it means. People have attempted to define knowledge from the Greek philosophers up to the present-day professionals in knowledge management, yet the findings are still highly hazy. (Bolisani *et al.*, 2018:1). Dombrowski *et al.* (2013) say that some writers divide knowledge into three categories: knowledge claims, skill, and experienced knowledge. That is how knowledge has been viewed in this study. Our sensory system provides us with experiential knowledge through our intimate interaction with the world, which the brain subsequently processes. Knowledge claims are things we know or believe we know, whereas skills refer to knowledge about accomplishing something (Bolisani *et al.*, 2018:8-9).

In contrast to knowledge obtained by discursive reasoning, observation, or reflection on information offered by others, experiential learning is truth derived from first-hand

encounters with a phenomenon (Blume, 2017:94)”. A skill is the capacity to employ information and know-how to carry out activities and address issues (Fernández-Sanz *et al.*, 2017). According to Bolisani *et al.* (2018:9), we explicitly express a knowledge claim using natural or symbolic language. Knowledge claims allow us to build our collective knowledge and learn from one another (Dombrowski *et al.*, 2013).

Participants gave their input on the category of knowledge and how it can be utilized to sustain an enterprise, considering that learning can take the form of experience, skill, and a claim. Table 5. 27 shows the frequency of each code as a reflection of how many times the participant said that code repeatedly. The repetition is about how standard the code is in operating and managing businesses sustainably. Table 5.27 shows the codes on Knowledge and frequency.

Table 5.27: Codes on Knowledge and Frequency

Codes on Knowledge	Frequency
Continue Learning	14
Have business knowledge	11
Accept mentoring	4
Know your product	2
Identify the source of inputs	2
Learn from past mistakes	2
Have experience	1
State all conditions in a contract	

From Table 5.27, the participants talked repeatedly about the need to continue learning if an entrepreneur wants to achieve sustainability in his business. That code was repeated 14 times, followed by the need for business knowledge. Next in line was accepting mentoring. The other codes that were not highly repeated were to know your product, identify the source of inputs, learn from past mistakes, have experience, and state all conditions in a contract. Table 5.28 which continues on the next page, shows

what participants said about knowledge regarding ensuring economic sustainability in their businesses.

Table 5.28: Knowledge codes and participant quotations

Knowledge code	Quotations from participants
Continue Learning	Participant 8: “Let me say, I read, I read a lot. I did a bit of desk studying. I visited several farmsteads. I networked with friends and had little experience growing up in my tax career, so I kept learning many things about farming. I had a lot of information from various sources. Some of it is experiential. You go out and see what your guys and your friends are doing. Sometimes, you go to the farm, get impressed, and then say this is what I want to do. But of course, you research and establish the pros and cons.” Participant 1: “You find that I got into this without any business background, and so I started schooling again on the other hand, and I was schooling as I was doing business to get more insight on the business value and management aspect.”
Have business knowledge	Participant 1: “Mind you, you get in without business knowledge. You assign the company secretary to do all this, to assist you in opening an account.”
Accept mentoring	Participant 9: “You must research and get mentors within that industry. Don’t think that you can do that alone. No man is an island, and it’s important to seek help and be open to learning, no matter how experienced or knowledgeable you feel and think you are. It’s important to be open to learning.” Participant 1: “Obviously, we are human, and you find that some have hidden agendas for opting to help you when, at the end of it, you lose out because you will be banking on their capabilities. They believe they are much more experienced than you, so you put everything on them.”

Know your product	Participant 1: "They just got the previous quotation RFQ. They get the specifications from that. They request, and you find like you, if you know your product, you find that you are up to date as you know that what they are requesting for"
Identify the source of inputs.	Participant 1: "Actually, it's all about you doing the market analysis, then you have to go out there and identify the companies you will source your products from."
Have experience	Participant 12: "Eish with those, it's not that easy (laughs). If you are saying, say, from a college, then you say I want to run an enterprise without the experience of being an employee, one of the good days. Because I feel for you to venture into something, you have to have worked before to get the experience, not necessarily the experience of that particular job. But get the experience of how you can run your own."
Learn from past mistakes.	Participant 5: "...then you also, because I have done a lot of business before, you need to learn from your past mistakes. You learn from your past mistakes. Sometimes, those mistakes help you because you will always close gaps, you always close gaps. If I am to give you an example, the lodge one. I had one guy I trusted, but only to realize much later that the guy had been stealing money. You see people come into the lodge. He decides not to register them because you are not there. You don't have cameras; you are not there. He is the big person".
State all conditions in a contract	Participant 10: "You have to state all the conditions at the beginning (of the contract). Because if you don't say the moment you agree you will do the work, the client will pay the balance. I mean, the total at the end of the project. How will you run the project from the start to the end? So, it means that if you are a small SMME, you don't have you are not strong enough to finance such a big project. So, you have to come in with such strategies so that you avoid borrowing money."

The codes will be discussed in the following groupings:

- Continue learning, have business knowledge, accept mentoring, know your product, identify the source of inputs,
- Have experience, learn from past mistakes, and state all conditions in a contract

5.4.3.7.1 Continue learning

Today, there is an increasingly vital need to continue education and acquire the necessary skills to adapt to the ever-changing world. Laal *et al.* (2014) argue that learning new things and developing new abilities are becoming increasingly crucial to keeping up with changes happening in the world. Communities benefit from continual learning by becoming more inventive and productive as people develop new skills and ideas (Laal & Salamati, 2012:400). In agreement with these sentiments, participants continuously learn to stay sustainable. Participant 08 said,

“Let me say, I read, I read a lot. I did a bit of desk studying. I visited several farmsteads. I networked with friends and had little experience growing up in my tax career, so I kept learning many things about farming. I had a lot of information from various sources. Some of it is experiential. You go out and see what your guys and your friends are doing. Sometimes, you go to the farm, get impressed and then say, hoo, this is what I want to do. But of course, you research and establish the pros and cons.”

Participant 08 learned from various sources, including networking with friends and other farmers and researching. Some knowledge was experiential, and it enabled him to stay sustainable.

Participant 01 said this about continuing learning,

“You find that I got into this without any business background, and so I started schooling again on the other hand, and I was schooling as I was doing business to get more insight on the business value and management aspect.”

Participant 01 realized he lacked the necessary education to run a business and decided to return to school while still running his business. He had to do so to remain sustainable. He required the knowledge to fulfil production orders, manage demand variations, modify production capacity, inputs, workforce, and equipment, and alter process flow pathways (Zatta *et al.*, 2019).

Knowing business is critical because it enables you to do essential firm activities independently. According to researchers, knowledge is crucial for achieving higher results (Spender & Grant, 1996). Participant 1 hardly knew about operating a business, and the secretary did some of the work he should have done himself. Participant 1 said, *“You get in without business knowledge. You assign the company secretary to do all this, to assist you in opening an account.”*

The secretary assisted in opening a bank account, a simple and routine exercise in many organisations. Ongoing education enhances our capacity to create marketing reports, provide departmental presentations, and even have one-on-one conversations with company presidents (Laal & Salamati, 2012:401).

Knowing the business enables you to see many things about your business, including the products and **sources of the products or inputs** you utilise in your organization. Participant 1 emphasizes the importance of knowing your product when requests for quotes are made,

“They just get the previous quotation RFQ. They get the specifications from that. They request, and you find like you if you know your product. You find you are up to date as you know what they are requesting.”

It's not just knowing the product but being up to date and knowing the sources of the products or inputs if you are in the buying and selling business. Product knowledge refers to how well-versed an entrepreneur is in the technical capabilities and features of the company's products and consumer usage scenarios(Homburg *et al.*, 2008). Gaining more product knowledge increases the possibility of determining how well a product's usefulness matches a customer's wants and expectations, which helps to build relationships(Steward *et al.*, 2009). These relationships are crucial for bringing business to the organization. Further dealing with competition is an essential aspect of companies' management and strategy (Gur & Greckhamer, 2019), as it impacts a wide range of important decisions, from where to expand to how to protect a company's position within a market. Positioning a company's product requires knowledge of competitor products and how they are performing.

Information on inputs and actions is crucial as a management tool to assess whether the firm is effective and cost-effective in its operations (Parsons *et al.*, 2013). Knowing the procurement process enables the organization to verify its efficiency and effectiveness.

One other way of continuing learning is to **accept mentoring**. Building beneficial, intimate, and reciprocal connections while emphasizing success and offering emotional support is the mentoring process. Mentees grow and learn within mentoring partnerships through interactions with more seasoned mentors who offer information and skills that can be applied to their thinking and practice (Premkumar & Wong, 2007). Thus, mentoring involves more experienced business people who share their knowledge and skills with mentees who may be less experienced and new in the industry. Participant 09 was very positive about mentorship, and he said,

“You must research and get mentors within that particular industry. Don't think that you can do that alone. No man is an island, and it's important to seek help and be open to learning, no matter how experienced or knowledgeable you feel and think you are. It's important to be open to learning.”

From his experience as a recycled entrepreneur, he underscored the need for mentorship even from industry-experienced and knowledgeable entrepreneurs because they have been in business much longer and know all the corners and curves of the industry. The growth of one's academic and professional career must include mentoring (Aylor *et al.*, 2016). Meetings with a mentor don't have to be scheduled in advance; they may happen whenever the protégé needs support, direction, or counsel (Ali *et al.*, 2018:508).

A mentor is a crucial component of the mentoring process. An excellent mentor is committed, non-judgmental, and receptive to recommendations (Gawande, 2017:87). Participants say some mentors exploit mentees for their business benefit. This is what Participant 1 said,

“We are human, and you find that some have hidden agendas for opting to help you when you lose out at the end because you will be banking on their capabilities. They believe they are much more experienced than you are, so you put everything on them.”

Caution should be exercised when seeking mentorship.

5.4.3.7.2 Have experience

Participant 12 said this about having experience,

“with those, it's not that easy (laughs) if you just say, say from a college, then you say I want to run an enterprise without the experience of being an employee, one of the good days. Because I feel for you to venture into something, you have to have worked before to get the experience, not necessarily the experience of that particular job. But get the experience of how you can run your own”.

Participant 12 talked about the need to have the experience of running a business, which you can attain as an employee in a firm. He laments the situation of people who leave college and go straight into business as unfortunate. He laughed, saying running

an enterprise is not easy. One of the most influential philosophers of education, John Dewey, fundamentally described experience as how an organism interacts with its surroundings. He characterizes interaction as socially focused, communicative, dynamic, united, and historical. Because the interplay between organisms and the environment is always new and fresh, experience is never static (Acampado, 2019:1). A would-be entrepreneur must interact in the relevant climate before starting their enterprise. This interaction can be achieved through being an employee to observe and see how things are done and managed.

To that end, Participant 5 also highlighted that previous experience in running a business helps because the mistakes you made before were part of the learning curve, which allows you to close gaps in knowledge when he said,

“...then you also, because I have done a lot of business before I, you need to learn from your past mistakes. You learn from your past mistakes. Sometimes, those mistakes help you because you will always close gaps, you always close gaps. If I am to give you an example, the lodge one. I had one guy I trusted, but only to realize much later that the guy had been stealing money. You see people come into the lodge. He decides not to register them because you are not there. You don't have cameras; you are not there. He is the big person”.

Participant 5 had a lot of faith and trust in one employee only to realize letters from clients that the guy was stealing from him. He had to improve on his controls in the enterprise. **Learning from previous mistakes** is thus very important in a business. Weinzimmer and Esken (2017) confirm this point by asserting that communicating to employees the need to learn from mistakes as a crucial component of improving and modifying current organizational practices may drive organizational transformation.

So that you do not fall prey to learning the hard way to mistakes and end up borrowing to enable you to do projects, it's always wise to have comprehensive contracts. Participant 10 said,

“You have to state all the conditions at the beginning (of the contract). Because if you don’t say the moment you agree you will do the work, the client will pay the balance. I mean, the total at the end of the project. How will you run the project from the start to the end? So, it means that if you are a small SMME, you don’t have that; you are not strong enough to finance such a big project. So, you have to come in with such strategies so that you avoid borrowing money.”

Stating all the conditions in a contract enabled the recycled entrepreneurs to sustain their businesses without borrowing money from financiers. An integrated contract is thus essential in business agreements. A contract incorporating the entire agreement between the parties is an integrated or integrated agreement. The signed contract prohibits parties from asserting that verbal or written commitments transcend the integrated contract(Mallory, 2023).

5.4.3.8 Stakeholder awareness

Participants showed through their statements that stakeholder awareness is vital for sustainability in running the businesses. Prabawani (2013:193) argues that the sustainability of SMMEs can be evaluated from criteria that include the firm’s stakeholders, internal and external factors, and forthcoming interests. A stakeholder is an entity with a stake (good) in the subject activity (McGrath & Whitty, 2017), where an entity is a person, group, or organization, and the enterprise carries out the subject action. Therefore, a stakeholder is a person, group, or organization interested in any activity carried out by the enterprise. Enterprises should be aware of these entities, which means knowing and understanding that something is happening or exists(Dictionary, 2002). Benn *et al.* (2016:1) argue that from a marketing point of view, the organisation should not focus on customers alone but include all stakeholders. Therefore, organisations should focus on stakeholder satisfaction and developing strategies that recognize the importance of all legitimate stakeholders.

The participants demonstrated the significance of stakeholder awareness in sustaining their businesses from the codes in Table 5.29:

Table 5.29: Stakeholder awareness codes

Codes on stakeholder awareness	Frequency
Adhere to approved standards	6
Be apolitical	4
Be sensitive to government policies	1
Ensure certainty from suppliers	1
Get credit facility	
Form clusters	1
Collaborate with others	

Table 5.29 shows that adhering to approved standards was quite a prevalent practice, followed by being apolitical. Being sensitive to government policies, ensuring certainty from suppliers, and forming clusters were repeated once while getting a credit facility and collaborating were not said so much but should still be very important in sustaining a business.

Table 5.30 which continues on the next page, shows what participants said about stakeholder awareness because of ensuring sustainability in their businesses.

Table 5.30: Stakeholder awareness codes and quotations

Stakeholder awareness code	Quotations from participants

Adhere to approved standards.	Participant 7: “When I started, the challenges were the qualifications. Yes, because when dealing with handling chemicals, there are supposed to be some precautionary measures that you must take, and you have to follow the government standards to be given the license. So, you have to be qualified, and you have to go back to school”. Participant 6: “Also, what we do is preserve the ecosystem in the Delta, ensuring that we are eco-friendly. We are not abusing the environment”.
Be apolitical	Participant 7: “And one of the most important factors is that your business has to be apolitical. You have to go out of politics. You have to be neutral in these things. That’s how you sustain yourself because you must be careful when dealing with the government. After all, if the government of the day changes, you will now go back to stage one”.
Be sensitive to government policies.	Participant 8: “You see what happens. I am going to get a tax rebate. So, you must also be sensitive to issues around government policies.”
Ensure certainty from suppliers.	Participant 8: “Certainty! Issue of certainty from a policy perspective and even from the side of your suppliers. Yeah! Imagine who ever thought that there would be war?”
Get credit facility	Participant 1: “. because you are starting as a small business, without any start-up capital, you must find some suppliers where you can get credit facilities.”
Form clusters	Participant 8: “The issue of clusters. Because when you get into an issue of clusters, you share the costs and benefit from the consolidated, I would say, outturn. So those things have to be looked at.”
Collaborate with others	Participant 11: “And the other thing I have also been trying to achieve is collaboration with colleagues in similar spaces. Work-shopping and being able to collaborate with those guys who are already seasoned in

	work-shopping to jump into those areas of their expertise.”

The codes will be discussed in the following related groupings:

- Adhere to approved standards, be apolitical, be sensitive to government policies, ensure certainty from suppliers, and Get credit facility
- Form clusters and collaborate with others.

5.4.3.8.1 Adhere to approved standards

Participant 7 said the following about adhering to approved standards,

“When I started, the challenges were the qualifications. Yes, because when dealing with handling chemicals, there are supposed to be some precautionary measures that you must take, and you have to follow the government standards to be given the license. So, you have to be qualified, and you have to go back to school”.

The participant was in the pest control business and was not adequately qualified, considering the industry requires appropriately skilled people who understand how chemicals are handled. He returned to school to qualify and get a license to align with government standards. The government was an essential stakeholder in his industry, and he had to comply with the requirements to obtain a permit to operate. Dictionaries (2023) state that a standard is a level of performance or quality, especially one regarded as acceptable.

In addition to **adhering to approved standards**, Participants said the following about being environmentally friendly, *“Also, what we do is preserve the ecosystem in the Delta, ensuring that we are eco-friendly. We are not abusing the environment”.*

The participant was aware of the impact of his enterprise’s activities on the environment and ensured that he had to be **environmentally friendly** in whatever he was doing. Office (2019) asserts the call for organizations to be environmentally friendly by stating

that climate change and environmental degradation reduce productivity and destroy jobs. Their effects fall disproportionately on the most vulnerable.

Although not an approved standard, the participants point out that one needs to **be apolitical** to remain sustainable, and the reason for doing so is highlighted. This is what Participant 7 said,

“And one of the most important factors is that your business has to be apolitical. You have to go out of politics. You have to be neutral in these things. That’s how you sustain yourself because you must be careful when dealing with the government. After all, if the government of the day changes, you will now go back to stage one”.

He argues that governments change, and if you join politics, your fortunes may change following the government in power. According to Dictionary (2002), apolitical refers to a lack of political activity or interest. When you are apolitical, it does not mean that you cannot be sensitive to government policies. Below is the recommendation that Participant 8 put across,

“If, for example, the government decides you are into these businesses, I will not support you anyway. You see what happens. I am going to get a tax rebate. So, you must also be sensitive to government policy issues.”

His point was that you **need to understand the direction of government policies** to avoid losing out. For instance, Participant 8 said,

“And as a government, I am going to, because all the tractors are imported, I am going to have a zero rate of VAT because there is no customs duty as a way of helping us”.

The participants did agriculture, and the government did not charge customs duty on the tractors they bought as a way of helping them. The participant put more energy into agriculture because the government assisted SMMEs. Below is how Participant 8 got motivated to join the agricultural sector,

“I was watching the developments on the government side in terms of the policies, the policy framework, and I realized that the government was slowly turning towards, you know, helping SMMEs in the horticultural sector to basically, you know to start and nurture them to grow through various report mechanisms. And I think the first thing was the policy side of things. When you see a policy that is pro-what you want to do, what did I do? I took the money and sold all my cattle, over 300 herds. Thanks, I managed to get people who could buy them and decided I might as well go and buy a small farm”.

Due to a positive stance by the government to support SMMEs in the agricultural sector, the participant sold his cattle to acquire a farm.

In line with being sensitive to government policy, recycled entrepreneurs underlined the **need for certainty from suppliers** to ensure sustainability in operating and managing a business. Participant 8 said,

“Certainty! Issue of certainty from a policy perspective and even from the side of your suppliers. Yeah! Imagine who ever thought that there would be war?”

However, Murphy *et al.* (2006:13) say that there is a lot of uncertainty for entrepreneurs and Mongia (2013:10), in his study, explains that Schumpeter summed the characteristics of an entrepreneur as *the* capacity to concentrate and profit from uncertainty. Recycled entrepreneurs seem to operate better in an environment with certainty in policies and from the suppliers' side. As lamented by the recycled entrepreneurs, the war between Russia and Ukraine undoubtedly impacted international trade since supply chain interruptions imperilled the movement of commodities globally (Ngoc *et al.*, 2022:638). Such disruptions cause a lot of uncertainty in the supply chain, which is what the recycled entrepreneurs were nervous about as they negatively impact business operations.

To enhance issues of certainty in business, recycled entrepreneurs urge the **acquisition of a credit facility** to ensure the smooth flow of business. Participant 1 said,

“ . because you are starting as a small business, without any start-up capital, you have to find some suppliers where you can get credit facilities.”

Dictionaries (2023) defines a credit facility as a system that enables clients to purchase items on credit. Participant 1 used a credit facility with suppliers to sustain the business since he started. He could be supplied with goods for his company on credit and then pay later. A credit facility benefits the entrepreneur, barring the costs associated with such arrangements.

5.4.3.8.2 Form clusters

Clusters are geographic concentrations of industries related by knowledge, skills, inputs, demand, and other linkages(Delgado *et al.*, 2016:1). Clusters are groups of independent companies (start-ups, small, medium and large enterprises, and research organizations) acting in a specific area, to stimulate innovative activity by promoting intensive interactions, the use of shared facilities, exchanges of experience and knowledge and by contributing to technology transfer, networking and information dissemination among the cluster’s enterprises (Fundeanu & Badele, 2014:405). **Clusters benefit SMMEs** due to the promotion of intensive interactions, the use of shared facilities, and the exchange of information. Participant 8 pointed out the benefits of clusters,

“The issue of clusters. Because when you get into an issue of clusters, you share the costs and benefit from the consolidated, I would say outturn. So those things have to be looked at”.

Clusters facilitate collaboration among SMMEs, and Participant 11 said the following about collaboration,

“The other thing I have also been trying to achieve is collaboration with colleagues in similar spaces. Work-shopping and being able to collaborate with

those guys who are already seasoned in work-shopping to jump into those areas of their expertise.”

In line with what the participants were doing, Barfield (2016) explains collaboration as involving deciding on goals together with others, sharing responsibilities, and working together to achieve more than could be performed by an individual on their own.

5.4.3.9 Emotional and Intelligence

Dictionaries (2023) explain emotions as being readily or excessively affected by emotion and define intelligence as the ability to learn, understand, or deal with new or trying situations.

In turn, the participants identified the following aspects of emotions and intelligence that ensure the sustainability of running enterprises: sacrifice, being strong, having health checks, and praying to God. Sacrifice had the highest frequency of 5, followed by praying to God with 4, being strong, and having health checks with a frequency of 3 and 1, respectively. Those codes with low frequency are still necessary despite the low frequency.

Table 5.31 which continues on the next page, shows what participants did in terms of their emotional and intelligence aspects in operating and managing their enterprises' sustainability.

Table 5.31: Emotional and intelligence codes and related quotations

Emotional and intelligence codes	Quotations from participants
Sacrifice	Participant 1: “Sacrifice! So that the business can run.”

	Participant 1: “Very careful! On how you spend the money. So now the secret becomes that you have to know for you, okay for most parts of the SMMEs you have to work. Do business without having to reward yourself.”
Pray to God	Participant 11: “You just need to pray and depend on God and yourself.” Participant 9: “Prayer, prayer. God has been my driver. Everything that I do, every time I feel like getting up, I get that sense of hope that God did not put me here to come and humiliate me or, you know, to bring me down.”
Be strong	Participant 2: “If you look at other entrepreneurs doing the same business as me, obviously they pose competition. And in that way, you need to be strong to be viable.”
Have health checks	Participant 10: “No, for the body check-ups, you should consider mental health. That’s very important”.

5.4.3.9.1 Sacrifice

Participant 1 said that for the business to run, the recycled entrepreneur needed to sacrifice, and his words were: *“Sacrifice! So that the business can run.”*

Sacrificing is giving up something, especially for the sake of someone else (Dictionary, 2002). For the participants, it was a case of starving themselves financially so the business could run. It would help if you were strong emotionally and intelligent to incorporate such in your life. Participant 1 continued to affirm this by saying,

“Very careful! On how you spend the money. So now the secret becomes that you have to know for you, okay for most parts of the SMMEs you have to work. Do business without having to reward yourself.”

5.4.3.9.2 Pray to God

The participants showed their belief in God when they articulated that in their entrepreneurial activities, they **pray to God** and believe in his hand in what they do.

Participant 11 said,

“You just need to pray and depend on God and yourself.”

The participants stressed that they depended on God besides believing in themselves, and Participant 9 confirmed this by saying,

“Prayer, prayer. God has been my driver. Everything that I do, every time I feel like getting up, I get that sense of hope that God did not put me here to come and humiliate me or, you know, to bring me down.”

In corroboration of the participants' perceptions, Fernando and Jackson (2006:1), in their study of prominent Sri Lankan business leaders on the influence of religion-based workplace spirituality on business leaders' decision-making, found that although they had a variety of management tools at their disposal to deal with day-to-day management situations, all of them indicated that, in difficult moments, these tools needed to be complemented by processes by which they connected with the ultimate—variously identified as the transcendent reality, God, or truth. In confirmation with this previous study, Aqeel *et al.* (2011), investigating the factors that influence business, revealed that each of the participants' business personalities saw trust in the almighty GOD as the most important.

5.4.3.9.3 Be strong

Participant 2 emphasized the need to be strong emotionally and intelligent to overcome the challenges posed by other entrepreneurs, and he said:

“If you look at other entrepreneurs doing the same business as me, they pose competition. And in that way, you need to be strong to be viable.”

5.4.3.9.4 Have health checks

The recycled entrepreneurs revealed something quite strange about health checks. Participant 10 argues that when visiting the medical practitioner, it is not about the physical bodily health check but about the **mental health check**, and he explains this thus,

“No, for the body check-ups, you should consider mental health. That’s very important”.

He continues to say

“But it is quite important because nowadays people when you go for check-ups, we know mental health. Get to talk to them; they can understand your fears, your anxiety, and they work towards all those.”

Following the importance of mental health as identified by the participants, WHO (2014) confirms that by defining mental health as a condition of health in which each person reaches their full potential, can deal with everyday stressors, can work professionally and fruitfully, and can give back to their community. This definition goes beyond the simple absence of mental health problems.

5.4.3.10 External locus of control

According to Simpeh (2011:3), people with an external locus of control think that accidents, blessings, or providence are to blame for life's occurrences. Kerr *et al.* (2017:15) also say that people with an external locus of control do not believe that their decisions control their lives. They believe the controlling factors are chance, fate, or environmental features they cannot influence.

The participants identified luck as enabling a recycled entrepreneur to sustain their business. Table 5.32 shows this code and the frequency.

Table 5.32: Code on the external focus of control and frequency

Code on the external focus of control	Frequency

You can get lucky	5

The recycled entrepreneurs repeated the code **you can get lucky** five times. There is no evidence to suggest that those who did not say anything about the locus of control believed in the internal locus of control or even the external locus of control. Table 5.33 shows what the participants said about the external locus of control in helping them sustain their enterprises.

Table 5.33: External locus of control codes and quotations

External locus of control	Quotations from participants
You can get lucky.	Participant 1: “Because the key aspect here is to know who to approach, and if you are lucky, you can have, you can make friends with those who have been established, and then you can use their credit facilities.” Participant 1: “Yes, if you are lucky to get those people. They can even offer to use their credit facility to assist you, but it comes at a cost”.

5.4.3.10.1 You can get lucky

Liechti *et al.* (2017:1) define luck as the unexpected performance component. This implies that some people believe business success can be attributed to luck.

Participant 01 said the following about luck;

“Because the key aspect here is to know who to approach, and if you are lucky, you can have, you can make friends with those who have been established, and then you can use their credit facilities.”

A credit facility is critical in running an enterprise because you can get goods on credit and pay later. This is crucial for those starting a business who may not have adequate

capital to buy the required commodities. According to Participant 1, **luck can be essential** for an entrepreneur to come across a seasoned business person who can offer them a credit facility they can use at a cost. Participant 1 continued to say,

“Yes, if you are lucky to get those people. They can even offer to use their credit facility to assist you, but it comes at a cost”.

An external locus of control orientation is a belief that what happens to a person is contingent on events outside of that person's control rather than on what one does (Hafer & Gresham, 2008:307). However, interestingly, luck perceptions rank last in importance among various determinants of overall entrepreneurial performance (Liechti *et al.*, 2017)

As a summary of this section, measures of sustainability practised by the participants fall into ten main categories, Table 5.34 shows them in descending order of the total code frequencies for each category.

Table 5.34: Measures of sustainability- categories and number of codes

Categories on measures of sustainability	Total frequencies of codes
Operational skills	58
Entrepreneurial talent	48
Leadership	48
Knowledge	45
Social sustainability	44
Customer service	43
Economic sustainability	35
Stakeholder awareness	24
Emotional and Intelligence	13
External locus of control	5

Operational skills were the most talked about by the participants as measures of sustainability, followed by entrepreneurial talents and leadership. The other essential

categories were knowledge, social sustainability, customer service, economic sustainability, stakeholder awareness, emotional and intelligence, and external locus of control.

THEME 4: SUSTAINABILITY CHALLENGES

DISCUSSION ON THE CHALLENGES PARTICIPANTS ENCOUNTERED IN OPERATING AND MANAGING THEIR BUSINESSES SUSTAINABLY AND LITERATURE INTEGRATION

The theme of **Sustainability challenges** attends to the fourth research question in which participants were asked to identify the challenges they encountered in sustainably operating and managing their businesses.

Research Question 4(RQ4): In operating and managing the businesses in your career, you must have met some challenges in sustaining the businesses. What were these challenges?

Table 5.35 which continues on the next page, illustrates the theme, categories, and codes from the 12 interviews.

Table 5.35: Sustainability challenges' theme

THEME	CATEGORY	CODES (ITEM)
	Lack of management skills	Lack of skills
		Project finishing timelines
		Pressure to do everything
		Transitioning problems
		Lack of assistance
	Exogenous shock	Covid 19 restrictions

Sustainability challenges	Financial inadequacies	Business requires a lot of capital.
		Delayed customer payments
		Recurring bills
		Slim profit margins
		Family financial pressure
		Poor cash flow
		Quoting poorly
		Subsidizing business
		Poor budgeting
	Exiting challenges	People doubted me
		Package never enough
		There is fear of exiting.
	Poor work ethics	Showing off
		Turning business money into personal use
	Limited access to the market	No market research
		Market penetration
		Confused market identification
	Resource inadequacies	Lack of resources
		Renting drawbacks
		Putting equipment and structures together
		Lack of business space
		Poor business base
	Employee limitations	Lack of commitment from employees
		Getting right employees
		Employees steal

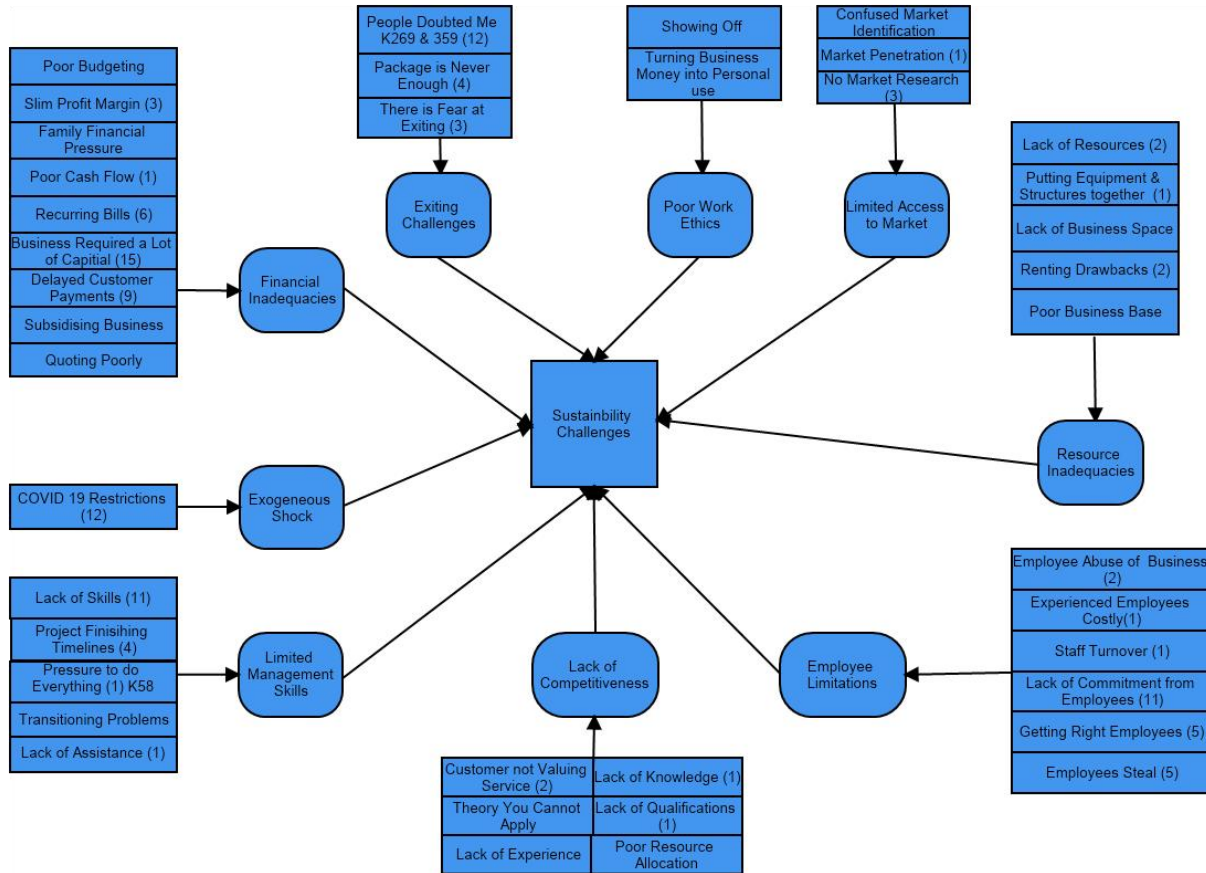
		Employee abuse of business
		Experienced employees costly
		Staff turnover
	Lack of competitiveness	Customers do not value a service.
		Lack of knowledge
		Lack of qualifications
		Theory you cannot apply
		Lack of experience
		Poor resource allocation

5.4.4 SUSTAINABILITY CHALLENGES' THEME

This section discusses the challenges the recycled entrepreneurs encountered as they managed and operated their enterprises for them to remain sustainable. From the literature, some challenges were identified as follows:

SMMEs are vulnerable to both internal and international competition. The majority are challenged by imports from other nations (Moalosi *et al.*, 2013:1). Some challenges involve lack or limited access to markets, poor work ethics, financial inadequacies, lack of competitiveness, and limited management skills (Mutoko, 2014:28). Figure 5.5 illustrates the challenges the participants encountered in ensuring their enterprises remained sustainable.

Figure 5.5: Sustainability challenges network diagram



5.4.4.1 Lack of management skills

Managerial skills are essential in managing enterprises. According to Gutterman (2023:1), leadership, human resource management, interpersonal skills, and conflict resolution are all managerial skills. They include the need to deal with the relentless pace of activities and decisions, the need to deal with complexity, the need to manage limited time and attention, and the need to create and nurture communication relationships with subordinates and outsiders. The participants identified shortcomings in these management skills: lack of skills, project finishing timelines, pressure to do everything, transitioning problems, and lack of assistance. Table 5.36 shows the code on the lack of management skills and the related quotations.

Table 5.36: Lack of management skills and quotations

Codes	quotations
Lack of skills	Participant 8: "From day one, I did not have one. I didn't have the skills to venture into this. I had a little knowledge but not the skills required for a venture of this magnitude."
Project finishing timelines	Participant 10: "Normally, with projects, they put timelines. They say projects will finish in December when you are out. These are the project managers. They have already estimated the time and consulted the experts within that trade. But I have witnessed the projects overlapping."
Pressure to do everything	Participant 2: "So sometimes you are under pressure, which affects you physically and health-wise. Because you want to handle everything and the idea is to cut salary costs, you do almost everything yourself. And it is a challenge really that we face this, not me alone but most businesses around."
Transitioning problems	Participant 11: "And because you are just used to saying I am used to sitting in the office, it takes a bit of time for you to adjust and also streetwise to know the available quick wins. So, you will be stuck in your office, but remember where we started? It was like, now you need to be self-sustaining. You are not depending on any boss or company to give you a salary at the end of the month". (Transitioning)
Lack of assistance	Participant 11: "Not at all. You know you came alone, you are going to go back alone. So, your challenges are your challenges."

Participant 8 realized that while his business enterprise in agriculture was growing, he **lacked the management skills** to handle the work he was now exposed to despite having some knowledge from his work experience. This is what he said,

"From day one, I found I did not have one. I didn't have the skills to venture into this. I had a little knowledge but not the skills required for a venture of this magnitude."

Khapayi and Celliers (2016:25) agree with the participants that poor physical infrastructure, such as bad roads, lack of transportation from farms to markets, lack of marketing knowledge and skills, inadequate market infrastructure, and high transaction costs, and farm management skills, as well as low education levels, are the specific limiting factors facing emerging farmers.

Participant 11 attributes some of the challenges to **transitioning** from being an employed office worker to being self-employed. He said,

“And you find because you are just used to saying I am used to sitting in the office, it takes a bit of time for you to adjust and also streetwise to know the available quick wins. So, you will be stuck in your office, but remember where we started? It was like, now you need to be self-sustaining. You are not depending on any boss or company to give you a salary at the end of the month”.

He argues that it takes some time to adjust and be streetwise in knowing the quick wins in the business so you are sustainable. Kralik *et al.* (2006:320) concur that transitioning happens gradually and involves modification and adaptation. Transitioning can be compounded by a **lack of assistance** from those around you. Participant 11 said the following,

“Not at all. You know you came alone, you are going to go back alone. So, your challenges are your challenges.”

According to Participant 11, some people around you may refuse to assist, claiming you knew what you were doing when you became self-employed, and thus, you should be able to sort out your challenges. Vignesh and Yoganandan (2020:247) argue in favour of this by stating that entrepreneurs must be passionate and energetic about developing and implementing innovative ideas and solutions. Such expectations have **put pressure on entrepreneurs to do everything**, and they end up being jacks of all trades, negatively impacting their health. Participant 2 regrets as follows,

“So sometimes you are under pressure, which affects you physically and health-wise. Because you want to handle everything and the idea is to cut salary costs, you do almost everything yourself. And it is a challenge really that we face this, not me alone but most businesses around.”

Vignesh and Yoganandan (2020) equally show concern by emphasizing the difficulty of the entrepreneur's goal of maintaining the business. To save expenses, the entrepreneur ultimately decides to be competent in every aspect of his industry. Their health might suffer as a result.

Sometimes, **project timelines** may be inaccurately estimated by experts, which may be costly to the recycled entrepreneur as the project overlaps with other projects. Participant 10 argued,

“Normally, with projects, they put timelines. They say projects will finish in December when you are out. These are the project managers. They have already estimated the time and consulted the experts within that trade. But I have witnessed the projects overlapping.”

Hessami *et al.* (2017) agree that inaccurate project timelines present a problem. After all, they may prevent funding for other projects that might have been finished on time and within budget because they were overshadowed by the overly optimistic project that failed to stick to its estimated cost and schedule.

5.4.4.2 Financial inadequacies

Abanis *et al.* (2013:30) believe that poor financial management might undermine business effectiveness and negatively impact the expansion of small and medium-sized businesses. The participants cited their financial inadequacies as large business cash requirements, delayed customer payments, recurring bills, slim profit margins, poor cash flow, poor budgeting, family financial pressure, subsidizing other businesses, and

poor quoting. Table 5.37 which continues on the next page, shows the codes and what the participants said about each of the codes.

Table 5.37: Financial inadequacies codes and quotations

Codes	quotations
Large business cash requirements	Participant 6: "It meant the setting up of infrastructure. Which is the building, tentative campsite, kitchen, storerooms, and vehicles. It required a lot of cash and capital, and then you required the working capital for your staff and fixed expenses".
Delayed customer payments	Participant 12: "It's not always that will I fix the vehicle, for example, organizations that I get paid there and there. Sometimes, they take their own time to pay."
Recurring bills	Participant 3: "Bills are recurring. This is the main factor. So even marketing costs, the cost of marketing. So it's another challenge. So, for example, you see our website, it will be half the end of this month. They have given us the invoice to pay the bill for a subscription. So if you do not pay it, you will be offline."
Slim profit margin	Participant 1: "You find these supplies business, the profit margins are very slim, and when looking at your company, you know. I'm starting, and I want to go somewhere, and then the profit issue becomes like a hindrance because you want to make a huge profit at once".
Poor cash flow	Participant 10: "The challenge to sustaining the business is cash flow. So, as I said, with some projects, you get paid as per the claim, so when another project comes, you have got project A when project B comes through, and you don't have enough capital to start it off, and we have got some clients they say we are not paying any deposit..."
Poor budgeting	Participant 2: "There are challenges; budgeting for a business is quite tricky because you are retrenched, you don't have a strong base to support your business, so you may have challenges with resource allocation."
Family	Participant 2: "Okay, let me just give you a rundown of the challenges.

financial pressure	I think as an entrepreneur, you face a lot of challenges. One of the challenges that you face – is family pressure. This includes relatives who want to eat into your coffers before your business is strong.”
Subsidizing the business	Participant 12: “We had to do some things that needed money. I have to take from my budgeted money from my own family, from my sustenance, put it into there because this is the business which makes this profit, but now, I’m taking it back to the organization.”
Quoting poorly	Participant 10: “So I can be involved in, let’s say, a design for one interested client. Then let’s say the project fails because my quote is high, and that specific client A decides to get another company in South Africa to come and do the job.”

Participant 6 highlighted the **large cash requirements** his enterprise required as he said,

“It meant the setting up infrastructure, which is the building, the tentative campsite itself, your kitchen, storerooms, and your vehicles. It required a lot of cash and capital, and then you required the working capital for your staff and fixed expenses”.

He needed capital to set up the lodge infrastructure, which comprised the buildings, the tentative campsite, the kitchen, storerooms, and purchases of vehicles. He also wanted to cater for staff salaries and other recurring expenses. He had to augment his package with bank support, which is not free cash. Mohandhas and Prabakaran (2018:17) validate that entrepreneurs have significant cash demands by pointing out that, in the end, every issue they face—whether it be with raw materials, power, transportation, or marketing—turns out to be financial. This is worsened by customers who do not pay up as expected. Participant 12 complained,

“...it’s not always that will I fix the vehicle, for example, organizations that I get paid there and there. Sometimes, they take their own time to pay.”

The participants failed to accumulate enough financial resources to support their business activities due to customers who **take their time to pay** for a job that has been done. The leading cause of issues with manufacturing, technical and management competency, and marketing has been the lack of timely financing (Mohandhas & Prabakaran, 2018:17). Financial inadequacies are further impacted by **recurring bills** for rentals, electricity and water, and marketing to which Participant 3 pointed as the main factor,

“ bills recurring. This is the main factor. So, and even marketing costs, the cost of marketing. So, it’s another challenge. So, for example, you can see our website, which will be at the end of this month. They have given us the invoice to pay the bill for a subscription. So, if you do not pay it, you will be offline.”

If the enterprise does not have cash, it would be challenging to maintain the services obtained through the recurring bills, as articulated by the participant, who said that if they do not pay for marketing, they will be offline. Water, electricity, and rentals are recurring bills an enterprise cannot risk not producing as the service provision will be terminated. Successful firms must employ reasonable cash management procedures to guarantee profitability and sustainability. Instead of a lack of earnings, many firms fail because they run out of money (Mungal & Garbharran, 2014:11). Customers who fail to pay could cause a lack of cash, as discussed below.

Difficulties in **cash flow** are another area the participants mourned, as they are seen as a constraint to sustaining the business. Participant 10 said,

“The challenge to sustain the business is cash flow. So, as I said, with some projects, you get paid as per the claim, so when another project comes, you have project A. When project B comes through, and you don’t have enough capital to start it off, some clients say we are not paying any deposit...”

The participants attribute the poor cash flow they experience to customers who delay in making their payments and those who refuse to pay deposits for work they contract the recycled entrepreneurs to do for them. Unfortunately, for some recycled entrepreneurs

who do projects, the cash they get from Project A is often used for Project B if the customer does not pay a deposit. In the absence of such cash flow issues, imagine considering the recurring bills and the needs of the new project. Employing good cash management practices may not work in the absence of cash.

Mungal and Garbharran (2014:12) contend that although many small firms stress the maxim "cash is king," they have a very hazy idea of how much cash they will have in the following months. According to their analysis, three-quarters of organizations did not plan for predicted financial inflows and outflows. This omission directly impacted the possible survival and viability of the firms. Financial inflows are also hampered by **quoting poorly**, as said by Participant 10,

"So, I can be involved in, let's say, we do a design for one interested client. Then let's say the project fails because my quote is high, that specific client A decides to get another company in South Africa to come and do the job."

The Participant realised that when you quote poorly by making your quote too high, customers can seek lower quotations, and you lose business. In this instance, the client contracted a South African company. Quoting very lowly can attract business but negatively impact company profits.

Some recycled entrepreneurs have slim product and service profit margins to be competitive and retain customers, especially in the supply sector. This may also be another constraint on good cash flow management. Participant 1 regrets,

"You find these supplies business, the profit margins are very slim, and when looking at your company, you know. I'm starting, and I want to go somewhere, and then the profit issue becomes like a hindrance because you want to make a huge profit at once".

The slim profit margins even restrained the participants' desire to expand rapidly as new entrepreneurs. Any business relies on finance to operate, and without sufficient funding, no business can be successful (Mohandhas & Prabakaran, 2018:17). Gupta *et al.* (2021)

also make the case that while enterprises are incorporating sustainable business practices into their cultures, they have not yet adopted sustainable pricing and revenue structures. This impedes expansion intentions.

Poor budgeting is a factor in financial inadequacy, as explained by Participant 2 below, *“There are challenges; budgeting for a business is quite tricky because you are retrenched, you don’t have a strong base to support your business, so you may have resource allocation challenges.”*

The participant obtained a package that did not match his business aspirations and had resource allocation difficulties related to poor budgeting. Shah *et al.* (2012:683) support this dilemma by contending that a shortage of resources makes every expense more urgent and persistent. As a result, any form of scarcity often leads to behaviours that reinforce poverty.

Some financial inadequacies result from families failing to separate the business from the owner, putting pressure on the entrepreneur to use business funds to solve family problems. Participant 2 raised the **family's financial pressure** concern as follows,

“Okay, let me just give you a rundown of the challenges. I think as an entrepreneur, you face a lot of challenges. One of the challenges that you face is family pressure. This includes relatives who want to eat into your coffers before your business is strong.”

Participant 2 was unhappy, especially with the extended family, who felt they had the right to enjoy the business's profits even before achieving sustainability. The excessive pressures are regrettable, but one of the main motivations for people to pursue business is their family (Discua Cruz & Basco, 2018), and limitations between the family and its business environment are determined by boundaries within the family (that is, among persons).

The problem highlighted above can take a different form where the business is subsidized by family finances, as explained by Participant 12,

“We had to do some mixed things which need money. I have to take from my budgeted money from my own family, from my sustenance, put it into there because this is the business which makes this profit, but now, I’m taking it back to the organization.”

Due to the desire to ensure that the business ceaselessly continues to run, Participant 12 often used his family finances to subsidize the enterprise's operations because, according to his reasoning, the enterprise generates income. Van Helvert *et al.* (2018:13) argue in favour of this by saying that the family either serves as the driving force behind new commercial ventures or provides for that.

5.4.4.3 Resource inadequacies

Resources are the basic requirements for enterprises to be productive. Many firms fail to sustain themselves in the long term due to their inability to create competitiveness with limited resources (Yasin *et al.*, 2017:1). The participants had these as their resource inadequacies: lack of resources, renting drawbacks, putting together equipment and structures, lack of business space and poor business base. Table 5.38 which continues on the next page, shows the codes and statements from the participants on resource inadequacies.

Table 5.38: Resource inadequacies codes and quotations

Codes	quotations
Lack of resources	Participant 2: “Remember the African model of businesses, my brother. Africans are not like the Western model. We run businesses on our own, and resources limit us. You end up multi-tasking yourself- you are the HR manager, you are the marketing manager, you are the operations and production manager.”
Renting	Participant 1: “One other problem, one other challenge, one of which

drawbacks	most small businesses are still encountering is the rental issue. Because you find, like in my case, I had suffered a lot of drawbacks in terms of renting.”
Putting together equipment and structures	Participant 6: “The second challenge is capital. Make sure you have all the equipment and structures in place”.
Lack of business space	Participant 7: “Yes, the other challenge is space because you can’t run the company from your house. You need a location, and the rents are very high.”
Poor business base	Participant 2: “There are challenges; budgeting for a business is quite tricky because you are retrenched, you don’t have a solid base to support your business so you may have challenges with resource allocation

Many enterprises generally **lack the resources** to set up and run the business. Diverse resources are a prerequisite for entrepreneurship(Kirzner, 1997). Without resources, sustaining the business is constrained. A company can take advantage of a business opportunity and create a sustained competitive edge if it can creatively combine a collection of general resources (Seppänen, 2009:103). Participant 2 lacked financial resources and adopted the African business model, as he claims. The model is about multitasking to reduce financial outlays by employing qualified people in different business sections. He said,

“Remember the African model of businesses, my brother. Africans are not like the Western model. We run businesses on our own, and resources limit us. You end up multi-tasking yourself- you are the HR manager, you are the marketing manager, you are the operations and production manager.”

The lack of financial resources permeates many facets of the business, as discussed in section 5.4.4.2. (p. 398) The necessary equipment and structures depend on the entrepreneur's financial muscle. Participant 6 raised this as a challenge,

"The second challenge is capital. Make sure you have all the equipment and structures in place".

In agreement with the difficulties caused by financial inadequacies, Mohandhas and Prabakaran (2018:17) assert that appropriate funding is essential to the operation of every business and that without it, no business can survive. Similarly, the **business foundation is not strong** because of a lack of financial resources. Participant 2 explains,

"You are retrenched. You don't have a strong base to support your business, so you have resource allocation challenges."

As was noted under section 5.4.4.2 (p. 398), he was retrained, and the package was relatively small. That affected his ability to start on a firmer base.

The physical location of the business is another challenge. Participant 7 was aggrieved,

"Yes, the other challenge is space because you can't run the company from your house. You need a location, and the rents are very high."

He was unhappy because he couldn't get a location with adequate business space. He experienced difficulty because he could not run a pest control business from his home. Chimucheka and Mandipaka (2015:312) agree with this location difficulty by concluding in their study that infrastructure (poor location) is a barrier to SMME growth, as the quality of this can affect the growth prospects of SMMEs, especially in developing countries, because many of these countries suffer from a deplorable lack of basic infrastructure such as transport, telecommunications, and electricity. The high rentals deepen the difficulty. As with Participant 7, Participant 1 confirmed the challenge,

“One other problem, one other challenge, one challenge which most small businesses are still encountering is the rental issue. Because you find, like in my case, I had suffered a lot of drawbacks in terms of renting.”

Nilsson and Mähler (2017:6) support this challenge by stating that many SMMEs and start-ups deal with excessive rent prices, and world rental prices were cited as the fourth most significant problem facing SMMEs in 2014(Nilsson & Mähler, 2017:6).

5.4.4.4 Employee limitations

Recycled entrepreneurs persevered to sustain their enterprises despite the many challenges they encountered. Some are related to employee limitations. Employee constraints adversely affect work productivity (Lerner *et al.*, 2003). Limitations mean things that employees cannot do very well(Dictionaries, 2023). The participants experienced these employee limitations: lack of commitment from employees, employees stealing, getting the right employees, staff turnover, employees abusing business, and experienced employees being costly. Employee misconduct and poor performance can lead to productivity issues, morale problems, and inferior-quality products (Plump, 2010:607). Table 5.39 which continues on the next page, shows the employee limitations identified by the participants and what the participants said about them.

Table 5.39: Employee limitations codes and quotations

Codes	quotations
Lack of commitment from employees	Participant 3: “So that’s another challenge that we are facing. So, commitment from the employee is also needed. When we employ, we employ them to do work, but you discover they will just be doing their work.”
Employees steal	Participant 5: “So, even on the farm, people can steal. Like we have water, these people can sell water because some people need it, and they can sell.”
Getting right	Participant 2: “Then the other one(challenge) is employment.

employees	Employing the right people to support you.”
Staff turnover	Participant 6: “Though in 12 months, there was a lot of staff turnover. You know, with Tourism, you can’t take too long with a certain negativity because, in the end, it will give you a lot of problems”.
Employees abuse business	Participant 3: “Even the last one that we had but left last month. So, immediately, the administrator paid the salary. Still, he didn’t tell anyone he didn’t write any letter that he wanted to leave, knowing he had been using the office telephone. The bill, using the landline to call cellphones.”
Experienced employees costly	Participant 7: “Another challenge was experience, and to hire experienced people, they need more money.”

The bulk of the participants raised the lack of commitment to employee limitations. They felt employees were not dedicated to workplace activities. Participant 3 said,

“So that’s another challenge that we are facing. So, commitment from the employee is also needed. When we employ, we employ them to do work, but you discover they will just be doing their work.”

Employees are often discovered occupied with personal rather than employment activities. This behaviour may be attributed to the rewards the organization offers. Turunen (2014:75) validates this by concluding their study that, after controlling for other criteria, individuals claiming to have a higher number of intrinsic job incentives demonstrated better employment commitment than those reporting having a lower number. Employees may steal if they are unhappy without really conceding poor employee behaviour. Participant 5 discovered such behaviour at his farm,

“So, even on the farm, people can steal. Like we have water, these people can sell water because some people need it, and they can sell.”

The employees illegally augmented their salaries by selling the farm water to other people who desperately needed the water. Moorthy *et al.* (2011:272) acknowledge this

by stating that employee theft is a crucial cause of shrinkage for many firms, which occasionally causes business failures. Stolen resources are not replaced, thus sometimes leading to company failure. This is the reason why the participants agitate for getting the **right employees**. Participant 2 said,

“Then the other one(challenge) is employment. Employing the right people to support you.”

Getting the right employees is to support the entrepreneur’s vision and goal. Most workers desire to work fewer hours while earning more money. It might be challenging to find a good employee who will be driven by solid feelings when providing their service (Vignesh & Yoganandan, 2020:248). Some of the employees, because of the poor attitude, ended up **abusing company facilities**, and Participant 3 was not happy about that when he discovered the abuse after the employee had left,

“Even the last one that we had but left last month. So, immediately, the administrator paid the salary. Still, he didn’t tell anyone he didn’t write any letter that he wanted to leave, knowing he had been using the office telephone. the bill, Using the landline to call cell phones.”

According to Participant 3, the employee left unceremoniously, only for them to realize that the employee had left them a considerable telephone bill as she made unofficial landline-to-cell phone calls. Plump (2010:607) acknowledges that poor performance and employee misbehaviour may cause problems with productivity, morale, and the production of subpar goods.

For good reasons, though, **high staff turnover** was especially found in the Tourism and Hospitality sector. Participant 6 explains,

“Though in 12 months, there was a lot of staff turnover. You know, with Tourism, you can’t take too long with a certain negativity because, in the end, it will give you a lot of problems”.

Participant 6 was initially amazed by the high staff turnover in the sector he had joined but realized that it was an important strategy to eliminate problem staff members that may influence other staff members, resulting in poor service delivery. The global hospitality industry is characterized by substantial labour turnover, among other things (Dwesini, 2019:1). It is clear from the literature that hospitality firms everywhere struggle to retain their brilliant and trained workers due to the difficulty of high employee turnover (Dwesini, 2019:10). The challenge of **getting the experienced staff** is another problem the recycled entrepreneurs experienced. Participant 7 raised the concern as follows,

“Another challenge was experience, and hiring experienced people requires more money.”

The difficulty with experienced staff is that they require equitable rewards, which some organizations may not be prepared to part with. Uppal *et al.* (2014:39-40) comment that work experience promotes employee stability, a serious attitude toward their jobs, mature judgment, and decreased unproductive behaviours. Further, Uppal *et al.* (2014) identified a link between past relevant work experience and job performance, so it's no surprise that experienced workers desire fair compensation.

5.4.4.5 Lack of Competitiveness

It is the aspiration of every recycled entrepreneur that their firms become competitive for the sake of sustainability. But sadly, often, difficulties are encountered that render firms uncompetitive. The ability of a business to compete in a given market, develop its market share, penetrate other markets through exports, and achieve sustainable growth and profitability is referred to as competitiveness (Cetindamar & Kilitcioglu, 2013:9). Lacking competitiveness then implies that the firm cannot compete in a given market, develop its market share, penetrate other markets through exports, and achieve sustainable growth and profitability. The recycled entrepreneurs pointed out the instances that render them uncompetitive, such as customers not valuing a service, lack of knowledge, lack of qualifications, having a theory you cannot apply, lack of experience, and poor resource allocation.

Table 5.40 which continues on the next page, shows the employee limitations identified by the participants and what the participants said about them.

Table 5.40: Lack of competitiveness codes and quotations

Codes	quotations
Customers do not value a service.	Participant 11: "I always tell people here people are used to buying stock, they are used to buying something tangible, and so if you come and buy a service from me, it's like, what have I done with my money? You know you want to show people a bakkie full of groceries to say you know, this is what I bought. Kkk"
Lack of knowledge	Participant 1: "It has been quite a challenging journey with its highs and lows. Because once, to begin with, you get into an environment you don't know about, and then you do it alone. As you go on, you meet people that you will turn to ask for help from".
Lack of qualifications	Participant 7: "When I started, the challenges were the qualifications. Yes, because when dealing with handling chemicals, there are supposed to be some precautionary measures that you must do, and you have to follow the government standards to be given the license".
Having theory, you cannot apply.	Participant 1: "It's quite a challenge though because theoretically having that knowledge of how to sustain businesses, but when it comes to practice, it's a challenging issue because, as I mentioned, you have to go out there and market yourself because if you relax, then there is nothing that comes in."
Lack of experience	Participant 9: "Secondly, uhm experience. I have only been around for a few years; some have been in the industry for so long. So, there is that trust element that you are new, or what makes you think I can trust you with my house, you know? So I have that; that is why I roped in professionals."
Poor resource allocation.	Participant 2: "There are challenges; budgeting for a business is quite tricky because you are retrenched, you don't have a strong base to

	support your business, so you may have challenges with resource allocation.”

Companies produce products and services that they sell to their customers. Unlike physical products, according to Chan *et al.* (2010:4), a service generates value for a different party (the client) through interaction in a co-production process. The consumer actively shapes the service offering, that is, in the service development. The consumer can be considered part of the service he buys and consumes (Gronroos, 1978:596). According to Participant 11, his clients **do not value his services** much because they do not feel they have gained much as it is not tangible, like loading a car with groceries, and he stated the following with a burst of cynical laughter,

“I always tell people here people are used to buying stock, they are used to buying something tangible, and so if you come and buy a service from me, it’s like, what have I done with my money? You know you want to show people a bakkie full of groceries to say you know, this is what I bought. Kkk”

According to the participant, some of his customers do not value his services as a business consultant due to their angelic nature. There may be many reasons for that, but consumers should also recognize that they are active participants in the production process, which influences the products they receive in return (Christian, 2006:2). Customers should also be aware that services are offered to address consumer problems; a value-generating service does so regardless of whether the solution is based on a physical product or not (Christian, 2006:6). They should not regret buying a benefit because if they approached the service provider lacking the ability to balance the accounts of the firm. They are taught how to do it; they should be able to appreciate that change in them by paying for it.

Another difficulty some participants experienced was starting a business without a good grounding in the sector of interest. They **lacked knowledge** in the area, as Participant 1 puts it,

“It has been quite a challenging journey with its highs and lows. Once, to begin with, you get into an environment you don’t know about, and then you do it on your own. As you go on, you meet people that you will turn to ask for help from”.

He found the recycling experience quite challenging because he lacked relevant knowledge in the area he ventured into. Shane (2000:448) contends that his findings demonstrate that businesspeople look for possibilities connected to their current knowledge. Participant 1 had a lot of anxiety about being competitive in the unknown area he had ventured into and had to rely on experienced entrepreneurs to survive. Connected to this is a **lack of experience**. Participant 9 said,

“Secondly, experience. I have only been around for a few years; some people have been in the industry for a long time. So, there is that trust element that you are new, or what makes you think I can trust you with my house, you know? So, I have that; that is why I roped in professionals.”

The recycled entrepreneur felt a bit challenged competitively because she lacked experience as she was new in the construction industry and was competing with very experienced male veterans. Shane (2000:452) argues that past knowledge—whether acquired through school, job experience, or other means—influences an entrepreneur's capacity to absorb, extrapolate, interpret, and apply new knowledge in ways that individuals without such knowledge cannot. Lack of knowledge and experience is also related to **lack of qualifications**. Some businesses require that the owner or employees possess some qualifications. Participant 7 explains,

“The challenges when I started were the qualifications. Yes, because when dealing with handling chemicals, there are supposed to be some precautionary measures that you must do, and you have to follow the government standards to be given the license”.

He needed to produce relevant qualifications for the pest control company he was operating to be given a license. The business required sufficient knowledge and training in handling and using chemicals in the customers' homes and preserving such

chemicals. Heisig (2018) acknowledges that a person's educational background provides information regarding their talents.

In some instances, however, the participants were non-competitive because they **could not apply the knowledge they possessed**. After all, what was on the ground required a different way of doing things, although they were in the relevant business sector. Participant 1 explains the difficulty,

“It’s quite a challenge though because theoretically having that knowledge of how to sustain businesses, but when it comes to practice, it’s a challenging issue because, as I mentioned, you have to go out there and market yourself because if you relax, then there is nothing that comes in.”

The demands of being a recycled entrepreneur necessitated thinking outside the box, as was discussed in section **5.4.2.1.1** (p. 247), or the business would perish. The theoretical knowledge possessed by the entrepreneur did not match what was required on the ground for the company to be competitive. In agreement with this deficit, research shows that business schools (Sembel, 2015:3) are significant institutions where stakeholders expect to develop knowledge, skills, and attitudes in their students to prepare them to handle business practice better. Still, unfortunately, some stakeholders are not happy with the performance of the business schools. A gap between theory and practice has been noted, making business practitioners less competitive.

Resource allocation difficulties may also be attributed to inadequate knowledge, experience, and banking on theory detached from reality. It might also be related to poor budgeting, as was discussed under section **5.4.4.2.** (p. 398) Whatever the circumstances, it impairs the ability of the recycled entrepreneur to be competitive. Atsmon (2016:1) agrees, pointing out that 83 per cent of executives he surveyed said that resource allocation was the most critical management tool for fostering growth. Thus, the issue isn't one of not understanding its significance.

5.4.4.6 Exogeneous shock

According to Miklian and Hoelscher (2022:178), small firms face various interconnected difficulties, including those caused by economic crises, natural catastrophes, armed conflict, and infectious disease epidemics. Exogenous shocks are unanticipated and unexpected events that do not originate from a particular market, community, or nation but significantly negatively influence such markets, communities, or countries. Participant 9 articulated her experience with **COVID-19**,

“I was now trying to market the company and find clients and starting to see how this industry works—the tendering process and how it works. I started researching, and as I got into the mix of things, Covid-19 hit. And it was like we should lock ourselves in, not going anywhere, nothing, and nobody did not understand what this was. So, it was a little scary to everyone and shook many things. That drive I had was like, “ Oh my gosh, how will I make money? How am I going to pay my expenses if I am going to be locked into the house?”

The participant was getting to understand the operations of her company better when Covid 19 struck. Restrictions on how business should be conducted and people's movements were imposed, negatively impacting company revenues as business activity was drastically lowered. People were locked in houses, and no proper business activity could continue. Participant 11 also raised similar concerns: their business could not operate during COVID-19. He said,

“It’s a challenge. As I just said, I started in 2020, and then we were in COVID-19. So effectively, you can see that this has been going on for a year because we were either on lockdowns or restricted movements the rest of those years.”

Small and medium-sized enterprises (SMMEs) are particularly vulnerable to crises and shocks as demand and supply-side disruption, business contraction and economic losses, restricted access to financing, and restrictions on physical movement are just a few effects firms face from exogenous shocks, as the events of the COVID-19 pandemic revealed (Miklian & Hoelscher, 2022:179).

5.4.4.7 Exiting challenges

On exiting the companies where they were employed, the participants experienced some difficulties that impacted how their operations in the new companies unfolded. Forbes (2015:42-44) identified some exiting challenges recycled entrepreneurs face: fear of failure, social pressure, economic stability, finance adequacy, government laws and regulations, inadequate education and training, and easy access to available physical resources. According to Forbes' findings, recycled entrepreneurs had these exiting challenges: people doubted them, the package was never enough, and there was fear. People's doubt had the highest frequency following the inadequate package. Table 5.41 shows the codes and quotations.

Table 5.41: Exiting challenges codes and quotations

Codes	quotations
People doubt me	Participant 9: "Okay. In the beginning, I was blank. kkkkkk. I didn't know what I was getting myself into. I was blank, but I wanted to do this, and I would take the risk. People were like are you sure? Are you sure? They were trying to make me doubt. But I was like, yes, I am sure".
Package never enough	Participant 2: "When you get money, you think it's a lot. You think it's a lot. You can dream about it and do anything. But once you get to the ground, you realize this money is too small. It can't do everything that you want."
There was fear	Participant 2: "Okay. You eh, naturally, there is anxiety. There is fear. Fear grips you, whether you like it or not, at the beginning of reduction. The fear of the unknown. The fear of how I am going to make it. How will I survive under which grips you in the initial stages?"

Being new in an industry and being a young woman, for that matter, created a lot of doubt among Participant 9's compatriots. To make matters worse, she scarcely knew of

the industry she was entering except that her father owned the company she was taking over. She said amusedly,

“Okay. In the beginning, I was blank. kkkkkk. I didn’t know what I was getting myself into. I was blank, but I wanted to do this, and I would take the risk. People were like are you sure? Are you sure? They were trying to make me doubt. But I was like, yes, I am sure”.

She said she was blank and didn’t know what she was getting herself into, and people asked her sincerity about venturing into the construction industry. **People doubted** she could make it in that industry. Boden Jr and Nucci (2000) support the doubt by revealing that in terms of education and quantity of work experience, female entrepreneurs are at a disadvantage relative to their male counterparts.

The other exciting challenge was the **inadequate exit package**, considering what the participants wanted to do. Participant 2 explained thus,

“You know, when you get money, you think it’s a lot. You think it’s a lot. You can dream about it and do anything. But once you get to the ground, you realize this money is too small. It can’t do everything that you want.”

Participant 2 initially thought the package would be enough but only realized it was far too inadequate when he used the money. Singh *et al.* (2020:73) agree that startups typically struggle to get the resources they need to sell their ideas due to their low financial resources. Exiting also caused **fear and anxiety** among recycled entrepreneurs. This was underscored by Participant 2, who said,

“Okay. You, naturally, there is anxiety. There is fear. Fear grips you, whether you like it or not, at the beginning of reduction. The fear of the unknown. The fear of how I am going to make it. How will I survive under which grips you in the initial stages?”

He expressed the sentiments that at exiting, almost every recycled entrepreneur experiences fear and anxiety as a result of not being sure whether one would be

successful in pursuing entrepreneurial activities. Heinzl *et al.* (2014) suggest that the issue is that people perceive more significant risks associated with starting a successful firm when the overall climate for start-ups isn't well established in a nation. The economic development of that country isn't excellent.

5.4.4.8 Poor work ethics

Poor work ethics is a challenge among some recycled entrepreneurs, evident in how one conducts oneself in the workplace. Ogbari *et al.* (2016:50) assert that the difficulties that entrepreneurs face in the area of ethical dilemmas, whose resolution directly affects the success of entrepreneurial ventures, have given the concept of business ethics and entrepreneurship legitimacy in the last ten years among academia and the scientific community. Work ethics are moral standards or ideals that workers and business owners uphold and apply to their work performance (Kapur, 2020). Work ethics often focus on the personal moral beliefs and values that business owners or entrepreneurs keep for themselves and instill in their workforce. The absence of ethical principles and ideals results in poor workplace work ethics. The recycled entrepreneurs specified some poor work ethics in the business environment, such as showing off and turning business money into personal use.

On the two aspects of **showing off** and **converting business money into personal use**, Participant 1 said,

“Most businesses fail between 3-5 years. Why? Because you find that you get the business proceeds and then turn them into personal money. They want to show off and get lucky to get another business but don't have the money to buy the supplies. That's how the failure comes.”

He attributed most business failures to showing off and diverting business money for personal use. The diversion of business money for personal use usually results from trying to show off. These are indeed poor work ethics that negatively impact the business and the person of the entrepreneur. Belyh and Belyh (2020) agree that a

company's practices may impact its productivity, reputation, and bottom line if they do not comply with the business ethical code, a set of principles the organization should follow while making choices and actions.

5.4.4.9 Limited access to the market

Access to the market is a vital aspect of any enterprise to accumulate revenues. Kenton (2023) indicates that a call is where buyers and sellers often congregate to facilitate the exchange of goods and services. Limited market access suggests that the business owner cannot sell their goods or services as much as they would like to maintain sustainability. The recycled entrepreneurs highlighted these as difficulties that affected access to markets: no market research, market penetration, and confused market identification. Table 5.42 which continues on the next page, shows the codes and quotations for those with limited access to the market.

Table 5.42: Limited access to the market codes and quotations

Codes	quotations
No market research	Participant 8: "From day one, I did not have one. I didn't have the skills to venture into this. I had a little knowledge but not the skills required for a venture of this magnitude. So, the first thing is trying to get the right resources. The people who could help you. I thought these people were just available in the market because I saw adverts all over the show. I want a farm manager; I like this. No market research! No, no. Of course, that is the mistake I made, and as I said, I am growing up. Initially, it was a mistake, but I have to live with that mistake."
Market penetration	Participant 6: "So the challenges are market penetration as a new entity entering new territory to attract clients in selling your business."
Confused market identification	Participant 5: "Thinking about business should not start at the time when you. You get cashed out, no. Suppose it's like that you are going to fumble and make a lot of mistakes. As you continue working,

	that's when you start looking at the possibilities, you know, you identify the opportunities and all that at that time".

The assumption is that when one produces a product or service, they identify the market. Unfortunately, one recycled entrepreneur took things for granted and started without conducting a market study. He encountered numerous challenges in getting the proper labour, resources, and expertise to carry out the farm activities. He groped in the dark when he started, which proved quite expensive. Participant 8 outlined below the difficulties he encountered due to **not conducting a market study**,

" From day one, I found I did not have one. I didn't have the skills to venture into this. I had a little knowledge but not the skills required for a venture of this magnitude. So, the first thing is trying to get the right resources. The people who could help you. I thought these people were just available in the market because I saw adverts all over the show. I want a farm manager; I like this. No market research! No, no. Of course, that is the mistake I made, and as I said, I am growing up. Initially, it was a mistake, but I have to live with that mistake."

By conducting market research, an entrepreneur can identify the relevant produce and consumers and, in the process, the production costs and sources of inputs. Chamberlin and Jayne (2013:1) say that smallholder farmers in Kenya, a developing country like Botswana, struggle to operate under several problems, including high marketing costs and risks and limited access to support services, due to the difficulties encountered by the participant. The participant appreciated the issues he faced from not conducting a market study.

Participant 5 fumbled and made many mistakes when he exited and started a business without conducting market research first to comprehend customer choices and preferences.

“The thing is, thinking about business should not start at the time when you. You get cashed out, no. Suppose it’s like that you are going to fumble and make a lot of mistakes. As you go along working, that’s when you start looking at the possibilities, you know, you identify the opportunities and all that at that time”.

Identifying opportunities is about finding what is required on the market by the customers, and this should be done before exiting to avoid a **confused market identification**. Ayuba and Kazeem (2015:148) affirm that marketing research is essential for business organizations' success since it involves product creation, market research, choosing the best-selling strategy, distribution, advertising, pricing, and sales service facilities (access to the correct market). Market research is conducted before exploiting the opportunity that has purportedly been identified.

Market penetration is another issue that is related to market access, especially for an entrepreneur who is entering a new territory, as acclaimed by Participant 6,

“So, the challenges are market penetration as a new entity entering new territory to attract clients in selling your business.”

Bigley (2018:1) asserts that an entrepreneurial firm interested in utilizing synergies to increase profitability must comprehend the market's dynamic character to adopt an excellent strategic stance. In other words, market research is needed to penetrate a market. Once the entrepreneur is aware of the market dynamics, they can use purposeful and tactical action to break into a market or another exogenous factor (Bigley, 2018:15). For instance, under tactical activity, which involves quality control, the entrepreneur can penetrate a market through cost reduction on products.

The following discussion is on how the participants overcame the challenges they encountered.

THEME 5: OVERCOMING CHALLENGES

DISCUSSION ON THE WAYS PARTICIPANTS USED TO OVERCOME THE CHALLENGES THEY ENCOUNTERED IN OPERATING AND MANAGING THEIR BUSINESSES SUSTAINABLY AND LITERATURE INTEGRATION

The theme of **Overcoming challenges** attends to the fifth research question in which participants were asked to identify ways they used to overcome challenges they encountered in operating and managing their businesses sustainably.

Research Question 5(RQ5): Still on the challenges that you encountered, how did you overcome them?

Table 5.43 which continues on the next pages, illustrates the theme, categories, sub-categories (factor), and codes (ways of overcoming the challenges) from the 12 interviews.

Table 5.43: Overcoming challenges theme

THEME	CATEGORY	SUB-CATEGORY	CODES
OVERCOMING CHALLENGES	Personal Resilience	Overcoming Fear	Belief in God L259 (12)
			Support from family (3)
			Have goal and endurance L102 (2)
			Self-belief L266 (1)
			Faith and determination
			There are obligations to meet despite fear.
			Think about legacy a lot.
	Business relationships		Be independent L223(9)
			Get technical support (5)

			Be genuine and reliable (4)
			Leisure and business don't go hand in hand (2)
			Respect others
			Slow down on helping friends.
			Be trusted
	Social sustainability		Negotiate with employees (2)
			Prioritize employees BA136 (1)
			Get the right employees (1)
			Train employees regularly (1)
			Equitable treatment of employees
			Have meetings with employees.
			Pay employees accordingly
	Marketing		Know the target market (4)
			Do marketing (1)
			Have good products (1)
			Watch out for reviews (1)
			Used social media
	Support services		Experience is the best teacher (15)
			Background and knowledge influenced (10)
			Started schooling again (4)
			Inborn negotiation skills (1)
			Attended travel shows
			Watched government policies

			Part of the entrepreneurial body
			Protect assets
	Operational strategies		Worked harder (10)
			Have adequate resources (7)
			Realign to new norm (6)
			You tighten controls (3)
			Have targets (4)
			Rethinking and strategizing (3)
			Buyers to buy at farm (2)
			Online training (2)
			Started small (2)
			Opportunities created by challenges (1)
			If possible, avoid ready-made goods-produce
			Conscientized family about business ethics L59 (1)
			Be diligent (1)
			Opened credit facility (1)
			Be in government databases (1)
			Venture into high-yielding crops (1)
			Befriend established organizations and use their credit facility (1)
			It had to be hands-on.
			I got a package with a business idea.
			Worked from home

			Benchmark
			Exploit opportunities for special groups.
			Respect yourself
	Financial awareness		Take a loan from friends (5)
			Supplies subsidize construction (3)
			Had own savings
			Bank finances due to G.P.O.
			Divest unproductive assets
			Have capital
			Know your liabilities
			Delayed payments keep the car.
			Inflate prices for the government.
			Cut down on salary costs.
	Customer service		
			Customer care says a lot about business (6)
			Select a good location (2)
			Employee behaviour critical H140

5.4.5 OVERCOMING CHALLENGES THEME

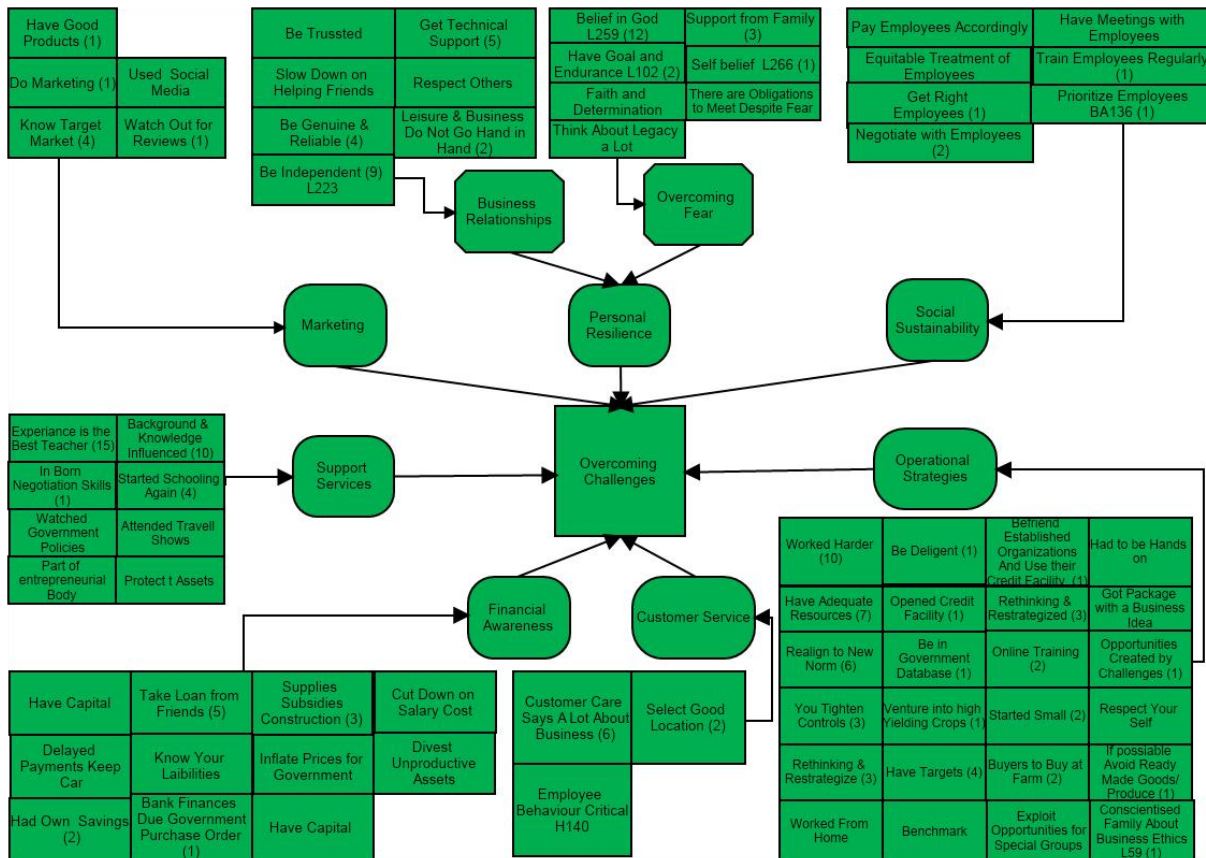
This section discusses how the participants overcame challenges to ensure their businesses remained sustainable. The participants identified these categories as overcoming sustainability difficulties: operational strategies, personal resilience, financial awareness, customer service, marketing, and social sustainability. Operational strategies were found to have the most frequency, followed by personal resilience and financial awareness. This implies that operational strategies were probably the most

significant way of overcoming difficulties in sustainability. From the literature, some forms of overcoming challenges enterprises meet as they ensure sustainability are identified in the next paragraph.

Fong *et al.* (2020:223-227) acknowledge that entrepreneurs face challenges, and they make the following suggestions to overcome them: developing a business idea and vision, raising capital, dealing with competition, finding good customers, being optimistic towards challenges, researching the target market and analyse competitive products. In addition, Çalli and Clark (2015) also made these suggestions: SMMEs have to integrate social media into their business practices to improve communication with customers, better interaction with suppliers, and brand and reputation enhancement.

Figure 5.6 illustrates how participants overcame the challenges they encountered in ensuring their enterprises remained sustainable.

Figure 5.6: Overcoming Challenges



5.4.5.1 Operational strategies

Serfontein and Hough (2011:403) Operational strategy encompasses the company's strategic (directional) orientation and operational excellence, where operational excellence focuses on cost control, product differentiation, and integration and strategic direction on strategy formation, formulation, and implementation. These activities ensure the sustainability of the organization. In this study, Operational strategies comprised various ways or methods that the participants implemented to overcome the challenges they encountered to ensure sustainability. These were working harder, having adequate resources, realigning to new norms, having targets, rethinking and restrategizing, online training, starting small, buyers bought at the farm, befriending established organizations to use their credit facility, taking opportunities created by the challenges, avoiding ready-made goods, conscientize family on business ethics,

ventured into high yielding crops, being in government database, opened credit facility, being diligent, tightening controls, worked from home, exploiting opportunities for special groups, respecting oneself, getting package with a business idea, and benchmarking.

Table 5.44 which continues on the next pages, displays the different codes of operational strategies and the participants' strategies (quotations).

Table 5.44: Operational strategies codes and quotations

Codes	quotations
Worked harder	Participant 2: "I have to plan, and I have to work. I meet challenges during the process, but it makes me work harder than before." Participant 7: "As you know, there are a lot of competitors. For you to penetrate the market, you have to work hard."
Had adequate resources	Participant 7: "Somehow, I overcame them because I was using my family resources and getting support. Even friends. Some friends were coming to my rescue."
Realigning to the new norm Online training	Participant 2: "People used to fly and go to places and meet clients, but because of the imposed restrictions, one had to realign themselves to the new norm where training was now done online virtual training".
Had targets	Participant 11: "I have targets for the month. I have to do so many of these things. I have to incorporate so many companies for me to be sustainable. I have to hit so many business plans to be sustainable."
Rethinking and restrategizing	Participant 2: "You know the situation was compelling. In business when you experience challenges, you are bound to rethink, strategize and innovate to survive, and that is exactly what happened".
Started small	Participant 6: "And I had an interest in Tourism and Hospitality as far back as 2010 when I opened a small lodge in Gaborone, and as time went on, I realized that there are opportunities as I used to visit the Maun Ngamiland area and I started making my inquiries. Then set off

	to start the project in 2016”.
Buyers bought at the farm.	Participant 8: “But again, looking at costs them what you want to do, I was making too many trips to the farm because I was still new. I wanted to see things grow up. Now, I have scaled down in terms of taking the trips. I encourage the buyers to go to the farm at their costs, not me.”
Befriended established organizations to use their credit facility	Participant 1: “Because the key aspect here is to know who to approach, and if you are lucky, you can have, you can make friends with those who have been established, and then you can use their credit facilities.”
Opened credit facility	Participant 1: “So these guys I would go, I had a deal with, of overcoming that problem of failing to supply. I opened a credit facility account with one of the reputable suppliers, one of the major suppliers.”
Took opportunities created by the challenges	Participant 2: They are not regular; they come here and there. Some of these challenges can even create opportunities. Participant 2: “Most businesses apart from my own business went the same route by trying to re-engineer and develop new ways of doing things; otherwise, you wake up the following morning and find yourself out of business. So, it was like some opportunities came up due to pressure that one never expected to come and see.”
Avoiding ready-made goods	Participant 8: “Instead of buying ready-made goods, for example, in terms of pricing. I produce my own. If I buy a tomato seedling, it costs me around P1.50 per seedling. If I buy my potting soil and get my seedling trays and buy seeds and produce my seedlings, then it costs me around 50Thebe, which is about 33% off of what I could pay if I bought.”
Conscientize family on business	Participant 2: “There was a need to communicate and conscientize them about respecting business ethics and not interfering with business operations. Gradually, they begin to understand that there is

ethics	a separation of powers between the business and the person running it.”
Ventured into high-yielding crops	Participant 8: “And the other thing that I have tried to look at now is to try and venture into high-yielding crops. Suppose you buy an ordinary or an open-pollinated whatever versus your hybrids. In that case, you get into the hybrids- the hybrids in terms of production per certain hectare, for instance, if you take hybrid maize. Hybrid maize gives you about 50% more yield than your open-pollinated.”
Being in the government database	Participant 8: “The government is my partner because if they are partners who give you business, you have to treat them with respect and loyalty. That’s how they trust you, and you end up having a lot of clients from the government. Here, they have the business database. So, the database needs to know exactly what you are doing”.
Being diligent	Participant 11: “To be able to pay off the monthly expenses. So, one needs to be more diligent in terms of as much as you know what is required in terms of being an employee, even as an entrepreneur. At the back of my mind, I need to sit down and say how I will sort my month-end expenses, which would come from delivering on the targets I set”.
Tightening controls	Participant 11: “This is why we are saying the Asians are successful: they have their own, you know, sitting at those paying points. Yes, yes. And if he is not there, he ensures that his controls are – he closely monitors his checkpoints, you know.”
Worked from home	Participant 2: “We never used to have online training, ah Zoom, or such meetings. It was never there. But after Covid-19, we have changed how we do things. Working from home and saving on the cost of transport and electricity bills. So quite a lot has happened.”
Exploiting opportunities for special groups	Participant 9: “They come here and there because certain opportunities are especially reserved for youths and young women. So, there we are, not competing with men kkkk. I am sorry to make this look like a gender thing.”

Respecting oneself	Participant 7: “Yaa, trust, and importance as well as being a fatherly figure. And respect. You have to respect yourself and can even extend to other people. That will work for you.”
Getting a package with a business idea	Participant 1: “Plan for the package before you can get it. Plan that, okay, by the time I get after these 15 years, as in my case, I want to start this kind of business, and this is the amount of start-up capital that I will require. This is the expertise that I am going to require. And during your working days, prepare yourself towards what you want to do as an entrepreneur.”
Benchmarking	Participant 9: “Aaah, by research, I mean learning and taking courses and, you know, researching your industry and finding new ways to bring things into the industry and benchmarking how other countries or other continents are doing what you are doing. How differently they are doing it”.

The one operational strategy that had the highest frequency was **working hard**. The participants claimed that for the sustenance of a business to occur, there is a need to work hard consistently. Brannback and Carsrud (2015:3) agree, listing traits of a successful entrepreneur as being innovative, hardworking, daring, ambitious, possessing remarkable leadership abilities, never giving up, and being a tremendous source of inspiration. To succeed as an entrepreneur, one must put in a lot of effort and have pleasure in their work (Tobin, 2012:7). To that end, Participant 2 said,

“I have to plan, and I have to work. I meet challenges during the process, but it makes me work harder than before.”

Challenges are encountered in entrepreneurship, but they push one to work even harder, according to Participant 2, to meet the objectives of your business plans. He even stresses this point by highlighting that there are a lot of competitors, and one has to work hard to remain competitive and have the capacity to penetrate the market.

“As you know, there are a lot of competitors for you to penetrate the market. You have to work hard.”

Overcoming challenges requires **adequate resources**, as Participant 7 claims,

“Somehow, I overcame them because I was using my family resources and getting family support. Even friends. Some friends were coming to my rescue.”

Participant 7 had to get support from family resources and even friends. Accessing outside resources is an essential part of entrepreneurial activity to grow and survive (Rawhouser* *et al.*, 2017:1). The researchers further state that the resources can either be acquired through an interpersonal strategy, where the entrepreneur tries to forge and leverage new relationships with people who control resources or capitalize on existing ones, or through a projective process, where the entrepreneur presents to resource gatekeepers a vision of what the new venture will ultimately become while outlining the benefits that are likely to accrue for example to the family and friends. Using the interpersonal strategy, Participant 1 started **befriending established businesses and was able to utilise their credit facility** for business purposes. This is what he said,

“Because the key aspect here is to know who to approach, and if you are lucky, you can have, you can make friends with those who have been established, and then you can use their credit facilities.”

With time, however, one needs a credit facility. Participant 1 opened his credit facility to overcome the challenge of always having cash upfront when buying the necessary resources for his company. He confirmed by stating,

“So, these guys I would go, I had a deal with, of overcoming that problem of failing to supply. I went and opened a credit facility.”

He probably used both the interpersonal and projective strategy in that he leveraged the relationships already created and presented the prospects of his business success and what they would likely benefit from it. When applying for a credit facility, one must be cautious of some of the high costs of repayment, stringent collateral requirements, lack of willing guarantors, expensive processing costs for credit facilities, and short payback time. (Gichuki *et al.*, 2014:1). In projecting the prospect of a business success, the

entrepreneur can argue his case through the targets he has designed. Participant 11 said,

“I have targets for the month. I have to do so many of these things. I have to incorporate so many companies for me to be sustainable. I have to hit so many business plans to be sustainable.”

The participant **had targets** of countering his challenges to ensure he remained sustainable. He had targets that he had to hit every month to stay sustainable. According to MasterClass (2023), company targets give organizations a road map for accomplishing long-term objectives. They are incremental benchmarks an organization sets to achieve more significant goals that make up the strategic objectives in its business strategy. When developing targets, it is imperative to first **rethink and strategize** as a building block from what the business already has. Participant 2 explains,

“You know the situation was compelling. In business, when you experience challenges, you are bound to rethink, strategize, and innovate to survive, and that is exactly what happened”.

Rethinking and strategizing also incorporate innovation as these activities augment the setting of targets. Maintaining a balance between aims, ways, and means, defining objectives, and learning about the tools and resources available to achieve those objectives are all part of these tasks (Van Assche *et al.*, 2020:696). Indeed, a lot of **diligence** is also required in doing this, as Participant 11 reflected,

“To be able to pay off the monthly expenses. So, one needs to be more diligent in terms of as much as you know what is required in terms of being an employee, even as an entrepreneur. At the back of my mind, I need to sit down and say how I will sort my month-end expenses, which would come from delivering on the targets I set up for myself”.

To overcome some recurring bills as part of targets and strategies, Participant 11 emphasized the need to effect one's plans with diligence, even if you are an employee

or an entrepreneur. Being diligent involves making deliberate efforts and persevering in one's actions (Dictionaries, 2023). **Benchmarking** could also be another way of showing diligence. As Participant 9 points out,

“By research, I mean learning and taking courses and, you know, researching your industry and finding new ways to bring things into the industry and benchmarking how other countries or continents are doing what you are doing. How differently they are doing it”.

Participant 9 advocated for researching one's industry locally and globally and, from such, imported novel ideas into the recycled entrepreneur's business plans and strategies. By so doing, one can sustain their business and overcome challenges, especially those related to competitiveness. In their findings, Goncharuk *et al.* (2015) accept that benchmarking enables the improvement of numerous company elements owing to diverse improvement sources. Tightening controls in the enterprise is essential as an element of diligence in overcoming challenges, and Participant 11 said the following about **tightening controls**,

“This is why we are saying the Asians are successful: they have their sitting at those paying points. Yes, yes. And if he is not there, he ensures that his controls are – he closely monitors his checkpoints, you know.”

He gave the Asians as an example of entrepreneurs who are good at tightening controls as they always have one of their own at strategic positions in the enterprise. This is meant to close all possible leakages, especially if one is involved in the retail sector. Korgaonkar *et al.* (2021:1) The authors' findings suggest that the availability of acceptable targets, the lack of guardianship, and a moral compass influence attitudes toward theft. Employees with a lesser moral compass will be enticed to steal when appropriate targeted resources are not being watched.

One other strategy the recycled entrepreneurs utilized to overcome challenges was to **exploit opportunities created by the challenges**. Participant 2 said,

“They are not regular; they come here and there. Some of these challenges can even create opportunities.”

Participant 2 started **online consultancy training** because of the restrictions that COVID-19 caused. The pandemic caused all education sectors, including schools, universities, and colleges around the world, to close down to reduce the level of social interaction (Toquero, 2020:1). Still on the same point, Participant 2 continued to say,

“Most businesses apart from my own business went the same route by trying to re-engineer and develop new ways of doing things; otherwise, you wake up the following morning and find yourself out of business. So, it was like some opportunities came up due to pressure that one never expected to come and see.”

He claims he reengineered and had to have consultancy training online as a strategy for overcoming the challenges caused by Covid-19. He also realised that the pressure to sustain the business created opportunities, like starting online training. Due to COVID-19, Participant 2 felt that the other way of going around the restrictions was to **realign to the new norm** of adopting a different mode of operating that does not involve flying all over the globe to meet clients. He said,

“People used to fly and go to places and meet clients, but because of the imposed restrictions, one had to realign themselves to the new norm where training was now done online virtual training”.

As a means of preventing and controlling the spread of the virus, this significant transition to online learning did not require the face-to-face interaction between trainers and students, along with their peers (Toquero, 2020:3). Participant 2 had other advantages he enjoyed as a result of Covid-19. He explains that,

“We never used to have online training, Zoom, or such meetings. It was never there. But after Covid-19, I tell you, we have changed how we do things. Working from home and saving on the cost of transport and electricity bills. So quite a lot has happened.”

He **worked from home** and made considerable savings in transport and electricity bills. Đalić *et al.* (2017:66) claim that small and medium-sized businesses (SMMEs) are significant for the global economy because they are comparatively agile and readily adjust to changing business environments. However, Schwartz *et al.* (2020:58) acknowledge that these online strategies placed heavy demands on entrepreneurs, including high-quality online consultation materials, content adaptation to meet clients' needs, and support and training for trainers to deliver instruction online.

Participant 6 established his business foundation by **starting a small company** before exiting employment. **As he explained,**

“I had an interest in Tourism and Hospitality as far back as 2010 when I opened a small lodge in Gaborone, and as time passed, I realized there were opportunities as I used to visit the Maun Ngamiland area and started making my inquiries. Then set off to start the project in 2016”.

During his experience with the small lodge he had opened in Gaborone, he realized The Tourism and Hospitality sector had opportunities and expanded into the Maun-Ngamiland area, where he started his main business project. Starting small helped him prepare for the more significant project and eliminate some start-up difficulties. Financial and information-wise, he was pretty prepared for his venture and the support from the bank buttressed that. Đalić *et al.* (2017:58) argue that starting a small or medium-sized business is more affordable and straightforward than creating a large firm. It also offers learning opportunities to the founder.

What Participant 6 did by way of starting a small business before getting the exit package is almost what Participant 1 recommended to solve some significant challenges, such as **getting the exit package when you have a business idea** already.

“Plan for the package even before you can get it. Plan that, okay, by the time I get after these 15 years, as in my case, I want to start this kind of business, and

this is the amount of start-up capital that I will require. This is the expertise that I am going to require. And during your working days, prepare yourself towards what you want to do as an entrepreneur.”

Participant 1 expressed that some challenges resulted from unpreparedness in starting an enterprise. Preparing for a business venture demands that the planning be done before exiting, including getting the relevant experience and market research. Venturing into business should not be an afterthought when you get the package. In line with this, Pan *et al.* (2022) explain that entrepreneurship begins with identifying new opportunities. When such chances are judged to have investment potential, further resources are planned to carry them through. Mensah *et al.* (2019:28) also emphasize how those with an entrepreneurial mindset can quickly seize opportunities and mobilize resources, even in risky situations.

If one is a youth or a young woman, some difficulties are overcome by **exploiting opportunities provided for such notable groups**, as Participant 9 discusses,

“They come here and there because certain opportunities are especially reserved for youths and young women. So, there we are, not competing with men kkkk. I am sorry to make this look like a gender thing.”

According to Participant 9, some challenges brought about by competing with everybody in the market are overcome by the privileges of being a youth or a young woman. For instance, tenders and contracts are reserved for young women, and there is a lot of wisdom in exploiting such opportunities as the playing field is tilted in favour of young women. Gatere and Shale (2014:1) agree that some countries have set up funds for young people and women entrepreneurs since these groups are frequently excluded from the economy and are most disadvantaged when obtaining start-up funding or loans from the current financial infrastructure. Given such a position, Participant 8 underscores that one needs to **be part of the government database**, and he said,

“The government is my partner because if they are partners who give you business, you have to treat them with respect and loyalty. That’s how they trust

you, and you end up having a lot of clients from the government. Here, they have the business database. So, the database needs to know exactly what you are doing”.

According to Participant 8, some challenges are overcome by being in the government database to get contracts dependent on your proficiency in executing those contracts. When such a relationship exists, the recycled entrepreneur operationalizes the interpersonal strategy as he remains loyal and respectful to such gatekeepers. By exercising proficiency in executing government contracts, the recycled entrepreneurs create a lot of trust between them and the government, thereby ending up with numerous government clients. Blois (1999:206) argues that trust develops through increasing our knowledge and understanding of the individuals we engage with and our experience working with them.

Participant 7 took the trust issue further by arguing that **trust** is crucial in business and is usually a consequence of respecting oneself. When one **respects themselves**, they can extend such respect to others. If someone wishes to respect others, they should start by respecting themselves (Abduh & Rosmaladewi, 2018:4). Conversely, according to Participant 7, if you cannot respect yourself, then it's difficult to respect others and, as such, gain their trust,

“trust, and importance as well as being a fatherly figure. And respect. You have to respect yourself and can even extend to other people. That will work for you.”

Participant 7 was an older man and hence stressed that being fatherly can also be an attribute that enhances trust in business-to-customer relationships. Kim Cheng Low (2007) agrees through the results of his study that the advantage in small business management comes more from "the soft skills" components, or father leadership, than from investments in technology or time management.

Participant 2 had challenges involving the family, who pressured him to use business finances to cater to their needs and wants. Here is how he resolved the challenge,

“There was a need to communicate and conscientize them about respecting business ethics and not interfering with business operations. Gradually, they begin to understand that there is a separation of powers between the business and the person running it.”

He explained to the family the need to understand that the business is separate from him, has its own needs, and wants to ensure sustainability. They understood his explanation, he claims. Waqas and Rehman (2016:1-2) Since its inception 500 years ago, the idea of a separate legal entity has meant that a company is distinct in all respects. It exists independently of both its owner and staff. A company must have a system and capacity for internal governance to qualify as a legal entity.

Participant 8 had to venture into **high-yielding crops** as a strategy to continue being sustainable and competitive as he said,

“And the other thing that I have tried to look at now is to try and venture into high-yielding crops. Suppose you buy an ordinary or an open-pollinated whatever versus your hybrids. In that case, you get into the hybrids- the hybrids in terms of production per certain hectare, for instance, if you take hybrid maize. Hybrid maize gives you about 50% more yield than your open-pollinated.”

As someone in the agricultural industry, I know that the quantity and quality of the produce are paramount for sustainability. He said hybrid maize gave him 50% more crop than open-pollinated maize. Such staggering differences convert to huge financial differences and are a must-know for a farmer. In line with the argument presented by Participant 8, Gaffney *et al.* (2016) note that agronomic innovations and productivity increases from hybridization under both stressful and ideal growth conditions have been unmatched by other agricultural developments.

Due to his experience in the agricultural sector, Participant 8 advocated **buying seeds rather than ready-made seedlings as it is cost-effective**. He explained,

“Instead of buying ready-made goods, for example, in terms of pricing. I produce my own. If I buy a tomato seedling, it costs me around P1.50 per seedling. If I buy my potting soil and get my seedling trays and buy seeds and produce my seedlings, then it costs me around 50Thebe, which is about 33% off of what I could pay if I bought.”

The agricultural practices adopted by Participant 8 on generating their seedlings are similar to what the Eritreans prepare for their tomato crops, as stated by Asgedom *et al.* (2011:959), who asserted that the majority of tomato farmers nurture seedlings to create transplants, which are utilized to establish the crops. The strategy could be attributed to the desire to be cost-effective in tomato production. The Eritrea tomato situation is strikingly similar to other cases in other parts of Africa (Asgedom *et al.*, 2011:967). Due to his desire to be cost-effective in his operations, he persuaded his customers to **buy the produce from the farm** rather than him incurring additional costs of bringing the crop to the customers. He explained what he did below,

“But again, looking at costs, what do you want to do? I was making too many trips to the farm because I was still new. I wanted to see things grow up. Now, I have scaled down in terms of taking the trips. I encourage the buyers to go to the farm at their costs, not me.”

As discussed in Section 5.4.3.6.2 (p. 361), he did some arithmetic with his customers, showing them how collecting the produce from the farm would be cheaper than charging market prices when he delivered it. That is what he used to do as an inexperienced farmer.

5.4.5.2 Personal resilience

The second most frequent method employed by recycled entrepreneurs to deal with difficulties was **personal resilience**. Entrepreneurship is a sector of work that is marked by stress, struggle, and, in some cases, trauma (Fisher *et al.*, 2016:41). As such, Conduah and Essiaw (2022) agree as well that businesspeople with resilience provide it

as a shield against difficult times. Such resilience, which includes toughness and tenacity, predicts entrepreneurial success (Fisher *et al.*, 2016:39). Participants cited the strategies they employed to overcome challenges using personal resistance in two sub-categories of business relationships and overcoming fear. The different strategies under each sub-category will be reflected in the corresponding tables of each sub-category.

5.4.5.2.1 Business relationships

The participants identified these as ways of building business relationships to overcome challenges: being independent, getting technical support, being genuine and reliable, not mixing business and pleasure, respecting others, being trusted, and slowing down on helping friends. Carlos Pinho and Sampaio de Sá (2014:287) concede that studies have shown a link between entrepreneurs' success and financial performance and their social networks. The researchers continue to articulate that according to the social networking approach, business owners are connected to other individuals and organizations, and these connections may provide them access to resources that might support a new endeavour.

Table 5.45 which continues on the next page, displays the codes and quotations on business relationships.

Table 5.45: Codes and quotations on business relationships

Codes	quotations
Be independent	Participant 1: "I wouldn't say because I would be lying. Because I have never gotten assistance from anyone. Given my background, there wasn't any family member or friend who I could rush to." Participant 8: "You know I have done this using my resources. A Setswana proverb says he who assists himself will get assistance from others. But if you sit down and say, I am going to get handouts from other people, the chances are that you might not get the assistance."
Get technical	Participant 10: "So if they say that there are suppliers who sell this

support	equipment, who are certified to sell them, so we register with them, the suppliers, or the distributors so that we get technical support. So, we learn a lot from those suppliers because they take us for seminars and trainings. So that makes us sharper in terms of executing a better system.”
Be genuine and reliable. Be trusted	Participant 7: “The importance of this is that you must be genuine and reliable. Take one pula (Botswana currency) or thebe from a friend, and tomorrow, when you have the thebe, take it back. So, the question behind everything is trust. Your trust and loyalty will pay you back. ”
Leisure and business do not mix.	Participant 7: “You must stop it because this is how bankruptcy starts. That is why I told you that business and leisure do not go hand in hand.”
Respect others	Participant 7: “Trust and importance as well as being a fatherly figure. And respect. You have to respect yourself and can even extend to other people. That will work for you.”
Slow down on helping friends.	Participant 11: “I have slowed down helping friends; when helping a friend, I just go deliberately to help. But I have now stopped from – just making a point. You know you approach me to ask for help. Then you tell me you don’t have money.”

One prominent strategy the recycled entrepreneurs adopted was independence by relying on themselves for most enterprise needs. Participant 1 seemed to confess below that he didn’t get any assistance from anyone,

“I wouldn’t say because I would be lying. Because I have never gotten assistance from anyone. Given my background, there wasn’t any family member or friend who I could rush to.”

He had to be **independent** given that no one was available to go to for assistance, and Participant 8 echoes the similar sentiments of the need to be liberated by citing a Setswana saying below;

“You know I have done this using my resources. A Setswana proverb says he who assists himself will get assistance from others. But if you sit down and say, I am going to get handouts from other people, the chances are that you might not get the assistance.”

Setswana is Botswana's indigenous language, spoken as the mother tongue by 80% of the population (Bagwasi, 2003). To emphasize the strategy of being independent when running an enterprise, Participant 8 relied on a Setswana saying that one needs to sustain oneself if they are to be assisted by others. According to him, handouts create dependency, which is unsuitable for someone running a business because the assistance may never come. Abdulwahab and Al-Damen (2015:166) said that independence, defined as a desire to be in charge, is one of the essential qualities needed for an entrepreneur to succeed. Being dependent on one's resources or efforts to operate the business, as shown by having control over what one is doing, is the whole idea of being independent (Dictionary, 2002). This is true for most of the resources and efforts the enterprise requires and does not mean isolating or ostracizing oneself as the entrepreneur operates in an environment involving other stakeholders. Getting **technical support** is one way of strengthening control over one's operations and Participant 10 said the following to that effect,

“So, if they say that there are suppliers who sell this equipment, who are certified to sell them, we register with them, the suppliers, or the distributors to get technical support. So, we learn a lot from those suppliers because they take us for seminars and trainings. So that makes us sharper in terms of executing a better system.”

Through getting technical support from suppliers or distributors of their inputs, recycled entrepreneurs are provided with further training that makes them more competent in executing their services and, hence, personal resilience. Nawaz and Khan (2012:39) reveal that the expertise and calibre of technical assistance given to end users typically determine the outcome of initiatives, as Robson *et al.* (2009:531) confirm that technical assistance helps entrepreneurs grow or improve their skills and capacities.

One other strategy for creating good business relationships is to **be genuine and reliable**, as suggested by Participant 7, who explained that,

“The importance of this is that you must be genuine and reliable. Take one pula (Botswana currency) or thebe from a friend, and tomorrow, when you have the thebe, take it back. So, the question behind everything is trust. Your trust and loyalty at the end of the day will pay you back.”

Participant 7 explains that if you borrow money from another person, it is always best to return it soon. By so doing, you create a relationship of **trust**, which is fundamental in business and solidifies personal resilience. Genuine refers to objects and people who are precisely what they seem to be and are not fake or imitations (Dictionaries, 2023); similarly, dependable individuals may be relied upon to carry out their obligations or behave in the desired manner. Being genuine and reliable will most probably lead to relationships of trust. As Dictionaries (2023) points out, if you believe in someone, you think they will carry out their promise. Given that position, De Jong *et al.* (2012:324) warn against trust risks since their study shows that bribes increase entrepreneurial success by fostering trust between the government and the company and enabling the former to acquire preferential treatment.

Friends are sometimes good in that they can come to your assistance when there is a need, but, in some cases, you may want to **limit the amount of assistance you offer to friends** for reasons provided by Participant 11 below,

“I have slowed down helping friends; when helping a friend, I just go deliberately to help. But I have now stopped from – just making a point. You know you approached me to ask for help. Then you tell me you don’t have money.”

It was probable that friends of the Participant believed that help from a genuine friend is not paid for, which, unfortunately, is a cost to the organization. The friends may also require a tutorial on separating the business from the owner, as discussed under section 5.4.3.5, 1 (p.348). Not having money to pay for a product or service provided will

not close the gap created, which sadly often becomes the responsibility of the owner of the enterprise. Having many friends who come to seek help could be an unenviable position that weakens personal resilience to a great extent. Related to this, it ensures that leisure and business do not mix.

Friends and family should be aware that business and conducting business activities are two distinct and separate activities. As Participant 7 puts it,

“You have to stop it because this is how bankruptcy starts. That is why I told you that business and leisure do not go hand in hand.”

The challenge with **mixing business with leisure** is that there are no controls on how money is used to sponsor leisure activities. It is usually after undergoing leisure activities that one realizes the financial damage incurred that may lead to bankruptcy—in a study on developing small business entrepreneurs through Assistance Institutions in Nigeria, Hassan and Olaniran (2011:217) revealed that one of the most significant issues facing SMMEs is that their owners willfully redirect financing secured for project assistance to extravagant spending. Such should be avoided to strengthen personal resilience.

Respecting others is the last strategy for building relationships, and it was partly dealt with under section 5.4.5.1 (p. 427). The emphasis in this part is on respecting others as a strategy for building business relationships that help in overcoming challenges. Participant 7 said this to that effect,

“ Trust and importance as well as being a fatherly figure. And respect. You have to respect yourself and can even extend to other people. That will work for you.”

According to Participant 7, it is through respecting yourself that you can respect others and, as a result, create business relationships. Under this mentality, Arnold and Bowie (2003:236) cite Motorola’s Code of Business Conduct, which affirms the value of respect for individuals and stated,

“Constant respect for people means we treat others with dignity, as we would like to be treated ourselves. Constant respect applies to every individual we interact with worldwide”.

Business relationships are built through the respect you accord the other people you interact with and enhance personal resilience.

5.4.5.2.2 Overcoming fear

According to Morgan and Sisak (2016:1), entry into entrepreneurship is adversely correlated with fear of failure. In the psychology literature, the idea of fear of failure was initially defined as the desire to avoid disappointment (Cacciotti *et al.*, 2016:9). Doanh *et al.* (2021:9) acknowledge that fear and anxiety are also described as negative emotional states that can be caused by a variety of factors, including anticipating or trying to avoid business failure. To improve their resilience, participants saw the following as strategies for overcoming fear and its impacts: belief in God, support from family, having a goal and endurance, self-belief, faith and determination, there are obligations to meet despite fear, and thinking about the legacy. Table 5.46 which continues on the next page, shows the overcoming fear codes and participant quotations.

Table 5.46: Codes and quotations on Overcoming fear

Codes	quotations
Belief in God	Participant 9: “How did I overcome these challenges? Through faith and determination. Just believe in me, and I think in God. This should have been the first person I mentioned at the beginning of the interview: prayer, prayer. God has been my driver. Everything that I do, every time I feel like getting up, I get that sense of hope that God did not put me here to come and humiliate me or, you know, to bring me down.”
Self-belief	
Faith and determination	
Support from	Participant 9: “My family was very supportive of that decision. Uhm,

family	they supported me through that decision, and I thought, you know what, there will always be people to assist if anything happens to me. Kkk”
Having a goal and endurance	Participant 3: “You understand? So, we would have closed down the business if not for the goal and endurance I mentioned about”
There are obligations to meet despite fear.	Participant 2: “After that fear, you have to leave. So, you tell yourself, even if I continue to fear, I have kids to take to school, I have to pay fees, I have to pay rent, I have to look after my family, I have to look after myself. So, you sit down and try to say so on what is next?”
Thinking about the legacy	Participant 11: “That’s my worry kkkk. I don’t sleep at night when I think about my legacy. Kkkk.: I am working on that. And when I depart, I want some things to be obvious and not to try and scratch my head to think about the contribution that I have made.”

Participant 9 had four strategies that she engaged to increase her resilience as she overcame fear, and three of them are in the citation below,

“How did I overcome these challenges? Through faith and determination. Just believe in me, and I think in God. This should have been the first person I mentioned at the beginning of the interview: prayer, prayer. God has been my driver. Everything that I do, every time I feel like getting up, I get that sense of hope that God did not put me here to come and humiliate me or, you know, to bring me down.”

She had **faith and determination**, **belief in God**, and **self-belief**. Belief in God was popular among the participants. Grine *et al.* (2015:50) also acknowledge that having faith in God involves sharing life's challenges and problems with God, which will result in pleasant sentiments of comfort and safety without abandoning personal accountability and social participation. The participant seemed to have made a mistake in her strategies, and she corrected that by saying belief in God takes precedence over all else. Belief in God should be attributed to her self-belief, faith, and determination. She

prays a lot and believes God is her driver. In line with the participant's assertion, Namatovu *et al.* (2018) claim that while religious convictions explain a person's circumstances, they also provide wisdom, resources, and courage in the face of difficulties.

Besides beliefs in God as a resource of support during the running of a venture, **family support** was also identified as crucial in creating personal resilience. Participant 9 said,

“My family was very supportive of that decision. They supported me through that decision, and I thought, you know what, there will always be people to assist if anything happens to me. Kkk”

She relied on family support during difficult times, and even when she started the venture, other people doubted her. According to her, she was fortified, knowing fully well that the family would not disappoint in supporting her when difficulties became insurmountable. Edelman *et al.* (2016:443) agree with the Participant's revelation regarding family social capital, as they say, that having both instrumental and emotional social support enhances the likelihood that a young entrepreneur will engage in many start-up activities. The family environment considerably impacts the possibility that a young entrepreneur will engage and progress in starting a new venture. Sadly, the same researchers found that family financial support was, in fact, consistently negatively associated with the scope of start-up activities. The problem could be that instrumental financial aid is not easily dispensed as social support.

Participants found having a **goal and endurance** as a vital element of creating personal resilience. Participant 3 argued emphatically,

“You understand? So, we would have closed down the business if not for the goal and endurance I mentioned about”

He argued that many recycled entrepreneurs could have closed down during the exogenous attack of COVID-19 if they did not have a goal and endurance. A goal and endurance were employed to overcome fear and build personal resilience. Tolerating

the complexity of the entrepreneurial situation, having the patience to sift through minute details like management nightmares, and having the emotional control to suppress negative emotions and foster positive ones in the face of conflict and stress are all characteristics of endurance in business(Zeng & Ouyang, 2020). Additionally, successful businesspeople score highly on the urge for achievement by working hard to perform and competing when necessary as they expand their companies with professional objectives (Ismail, 2014:178).

While fear is generally associated with negative experiences, it can act as a motivator in building personal resilience that overcomes fear itself. Participant 2 argued,

“After that fear, you have to leave. So, you tell yourself, even if I continue to fear, I have kids to take to school, I have to pay fees, I have to pay rent, I have to look after my family, I have to look after myself. So, you sit down and try to say so on what is next?”

His explanation was very sound in that he knew he had family responsibilities on his shoulders, and that did not allow him to continue entertaining fear but to do something to support the family. That is, **there are family obligations to meet despite the fear**. Fear may initially prevent entrepreneurial action, but later on, it may inspire more significant effort instead of less (Cacciotti *et al.*, 2016:47). Still in the motivating realm of fear, Participant 11 said he was worried about the legacy he would leave behind,

“That’s my worry, kkkk. I don’t sleep at night when I think about my legacy. Kkkk.: I am working on that. And when I depart, I want some things to be obvious and not to try and scratch my head to think about the contribution that I have made.”

The participant had a sleepless night over **the legacy issue**. He laughed at his negative feelings if he failed to leave a legacy. He wanted a lot of clarity about the contribution he would have made in life, which pushed him to be involved in a more impactful business consultation venture. Cacciotti *et al.* (2016:50) found that, although not necessarily negatively, fear of failure may impact entrepreneurial drive. It is frequently connected to the decision to pursue entrepreneurship with more energy.

5.4.5.3 Financial Awareness

Kuruvilla and Harikumar (2018:332) argue that as management decisions will immediately influence the company's profitability and, eventually, the whole economy of the society to which the firm belongs, financial literacy may be one of the essential factors fostering economic growth. Cossa *et al.* (2018:909) believe that financial literacy helps entrepreneurs become more skilled and self-assured in their ability to handle their businesses' finances and make informed decisions about savings. So, the ability to analyse and comprehend financial concepts to develop wise judgements and make better financial decisions is known as financial awareness (Cossa *et al.*, 2018:909).

The participants cited the following as measures of financial awareness they put in place to combat the challenges they encountered: taking loans from friends, supplies subsidizing construction, having their savings, using purchase orders to get bank finance, having capital, delayed payments keeping the car, know your liabilities, divest unproductive assets, cut down on salary costs, and inflate government prices. Table 5.47 which continues on the next page, displays the codes and quotations from the participants.

Table 5.47: Codes and quotations on financial awareness

Codes	quotations
Take a loan from friends.	Participant 3: "Even borrowing, even borrowing, taking a loan, taking a loan from friends. So, we have done that, and we are still doing it."
Supplies subsidize construction	Participant 1: "And then if it's for a small-scale project, those are much easier because I was interchanging because these businesses are under one roof under one mother company so that I would be getting benefits from the financial assistance from the supplies business then you fund your construction side." Participant 4: "So what I usually do is, you know, the multi-residential are doing well because there is no time that any unit is vacant; it's

	always full. So, it subsidizes the farming business. That's how I survive. But otherwise, if I didn't have the multi-residential, I don't know if I could continue operating."
Had own savings	Participant 6: "So in terms of cashing out, it was a matter of getting my pension fund, which I was legible to get at my resignation. It wasn't significant, but I already had some funds that I had saved over the years."
Used purchase order to get bank finance	Participant 1: "Now, when you are trying to overcome this challenge, you have to go and negotiate with your bank that I have this GPO, and then they will charge you a certain percentage."
Had capital	Participant 6: "So from the beginning, it was obvious that capital was the main ingredient in starting up in that industry because it meant setting up infrastructure".
Delayed payments keep the car.	Participant 12: "Because there is no way you can release a car for an individual without payment. So, you may keep it for the next six months."
Know your liabilities	Participant 1: "I started understanding how things are going. It's all about the money and profit. When you are being taken on board by people with professional interest, you tend to lose out because you don't know about your liabilities regarding taxes and all those associated expenses."
Divest unproductive assets	Participant 11: "So if these things are not going to generate the cash flow you need, you want to turn some other asset into cash quickly...There isn't much excitement concerning ploughing for people, particularly in the area where I come from. So I had to divest by selling one tractor and leaving one for personal use and one or two people around."
Cut down on salary costs.	Participant 2: "Because you want to handle everything, and the idea is to cut salary costs, and you end up doing almost everything yourself. And it is a challenge really that we face."

Inflate prices for the government.	Participant 4: “And the problem with the government is that they take longer to pay. They take longer to pay. To honour your bills. That’s why you find that when most people sell to the government, they increase the price because they try to make up for the time between billing and actual payments”.

In resolving some of the financial needs of the organization, the participants **borrowed from friends**, and this is what Participant 3 said,

“Even borrowing, even borrowing, taking a loan, taking a loan from friends. So, we have done that, and we are still doing it.”

He stressed that he was still borrowing from friends to achieve his goals, as was discussed in section 5.4.5.2.2 (p. 431). A study by Turvey *et al.* (2010:3) on borrowing amongst friends in rural China discovered that almost two out of every three loans are obtained through friends or family, and there is evidence to support the idea that informal credit channels are essential for the economy and can contribute to growth. For other participants who had more than one business, they found it viable to **subsidize the operations of one of the businesses with the other one**. Participant 4 said it was a multi-residence project financing farming activities, and he said the following,

“So, what I usually do is, you know, the multi-residential are doing well because there is no time that any unit is vacant; it’s always full. So, it subsidizes the farming business. That’s how I survive. But otherwise, if I didn’t have the multi-residential, I don’t know if I could continue operating.”

To Participant 4, subsidizing between the different businesses is how he survived, and he was sure that he could have gone under if he had failed to do so. Gössling *et al.* (2017:2) recognize that the most apparent type of subsidy is monetary financing, which can take the form of a government or other company sending money to another organization that the organization can use to generate income. This has helped the participants sustain their enterprises. Participant 1 confirmed the subsidizing activity when he said,

“And then if it’s for a small-scale project, those are much easier because I was interchanging because these businesses are under one roof under one mother company so that I would be getting benefits from the financial assistance from the supplies business then you fund your construction side.”

To him, it was possible to interchange subsidizing the businesses as they were under one roof. Subsidization can be reciprocal between companies with the same owner. Cross-subsidization is when a company supports one of its activities or a segment of its activities financially in any way using internal resources produced by another action or component (Willems & Ehlers, 2008:13). It's vital to remember that cross-subsidization wouldn't be considered criminal conduct in and of itself unless other actions were taken with the purpose to undermine competition (Willems & Ehlers, 2008:14).

Another strategy for overcoming financial challenges was ensuring one **had savings when they started operating**, which Participant 6 had done.

“So, in terms of cashing out, it was a matter of getting my pension fund, which I was legible to get at my resignation. It wasn’t significant, but I already had some funds that I had saved over the years.”

In addition to the pension he got at exiting, he accumulated some savings over the years he worked. Ahmad (2014) affirms that sources of capital are often debt or equity and internal or external sources, which include loans from banks, personal finances, and financial support from friends and families. The participant had made his savings, and he topped that up with the pension he got. It was due to these funds that he was able to get financial assistance from the banks. He confirmed this thus,

“I also got some assistance from the financial providers.”

Irwin and Scott (2010:4) also concede that banks continue to be the primary source of external SMME financing, and due to risk aversion, they may opt to invest in less hazardous projects or better borrowers. Participant 6 had some substantial personal

funds and was probably a better borrower, and through this, he raised the necessary **capital** to start his project, as capital was the main ingredient. He explained that,

“So, from the beginning, it was obvious that capital was the main ingredient in starting up in that industry because it meant the setting up infrastructure”.

Through the raised capital, he was able to build the necessary infrastructure. Another strategy for overcoming financial difficulties was using the **Government Purchase Order** (GPO) to get funds from the bank. Participant advises,

“Now, when you are trying to overcome this challenge, you have to .. go and negotiate with your bank that I have this GPO, and then they will charge you a certain percentage.”

The money does not come because the bank charges a percentage for using their money in line with what the participants are doing. Huang *et al.* (2018) indicate that to help the SMME indirectly; the buyer may consider the unique financing method known as BPOF (buyer-backed purchase order financing). In the BPOF program, the purchaser offers a partial or complete guarantee to share the bank's financing risk and simplify the loan application process for SMMEs. Entrepreneurs utilize this method of overcoming financing challenges but also meet problems with clients who fail to pay on time to which Participant 12 advised as follows,

“Because there is no way you can release a car for an individual without payment. So, you may keep it for the next six months.”

According to him, you cannot release a car you have repaired without payment and, therefore, **keep the vehicle until the client comes with the payment**. Melo (2023:2) acknowledges the existence of such a tactic, noting that traditional debt collection methods tended to include taking legal action only after a borrower had stopped making payments. The maximum period of keeping a car can extend to 6 months, which can have space challenges as the unclaimed cars chew up the space. Additionally, debt can make small businesses perform poorly (Addaney *et al.*, 2016:102). However, effectively handling debt and collecting primarily benefits the company's financial

stability and loss minimization (Melo, 2023:1). A proper contract on this business is necessary so that everything becomes ethical and reduces the risk of ending up in court. Financial stability and loss minimization are also enhanced by **knowing one's liabilities**, as stated below by Participant 1,

"I started understanding how things are going. It's all about the money and profit. When you are being taken on board by people with a professional interest, you tend to lose out because you don't know about your liabilities regarding taxes and all those associated expenses."

Participant 1 encountered difficulties with established businesses he found operating and was getting assistance. The selected companies were doing business transactions to their benefit but would appear to be helping the starting recycled entrepreneur. His message is clear: One needs to be aware of their liabilities to avoid getting involved in transactions that would increase one's debt levels. Barth and Zalkat (2020:1) illustrate how new businesses risk what academics call "the liability of newness" when entering new markets. The success of new businesses and possibly their survival is in jeopardy. New businesses risk failing because budding entrepreneurs must overcome challenging obstacles such as gathering enough money, gaining legal recognition, raising awareness among potential clients, negotiating advantageous terms with suppliers, and so forth.

Still on establishing financial stability, Participant 2 advocates for **cutting down on salary costs** where possible,

"Because you want to handle everything, and the idea is to cut salary costs and do almost everything yourself. And it is a challenge really that we face."

Where possible, cutting salary costs may involve the entrepreneur wearing many overalls due to the lessened number of employees, as discussed in section 5.4.3.1.8 (p. 286) on the recycled entrepreneur being a jack of all trades.

Financial stability will also involve **inflating prices for the government** because it takes time to pay. Participant 4 explains thus,

“And the problem with the government is that they take longer to pay. They take longer to pay. To honour your bills. That’s why you find that when most people sell to the government, they increase the price because they try to make up for the time between billing and actual payments”.

By inflating prices, recycled entrepreneurs try to cover anticipated costs while awaiting the honouring of the bills. Petersen and Rajan (1997:1) acknowledge that trade credit may let suppliers engage in price discrimination when doing so directly via prices is prohibited by law.

Divesting unproductive assets is another strategy to raise funds for the organization. As Participant 11 said,

“So, if these things do not generate the cash flow you need, you want to turn some other asset into cash quickly. There isn’t much excitement concerning ploughing for people, particularly in the area where I come from. So, I had to divest by selling one tractor and leaving one for personal use and one or two people around.”

The participant assessed his enterprise needs and decided to divest one of the tractors to increase the cash flow levels in the business. Wolmarans *et al.* (2016:103) claim that companies can use divestiture as a strategic tool to consolidate and refocus their business. In support, Lee and Roh (2020:1) assert that proactively disposing of assets is crucial for achieving business sustainability.

5.4.5.4 Social sustainability

Participants employed social sustainability strategies to overcome some of the challenges they encountered. Social sustainability has already been discussed under section 5.4.3.2 (p. 289). This discussion, therefore, is an extension of the same issue

but cited here as a way of overcoming challenges. Social sustainability is a characteristic of society that promotes long-lasting conditions for human well-being, especially for vulnerable individuals or groups (Hollander *et al.*, 2016:1). The participants identified these as strategies for social sustainability: negotiate with employees, prioritize employees, train employees regularly, get right employees, have meetings with employees, equitable treatment of employees, and pay employees accordingly. Each of these strategies was discussed in section 5.4.3.2 (p. 289). The study finds no need to repeat the discussion.

5.4.5.5 Customer service

As was discussed extensively in section 5.4.3.3 (p. 317), Customer service or care is the foundation of any business' efforts to satisfy its clients (Kaňovská, 2010:413). The strategies participants pointed out as helpful in overcoming challenges under the current section are customer care, which says a lot about business, selecting a good location, and employee behaviour critical. The suitable site selection was discussed under section 5.4.3.3 (p. 317) and will not be addressed again under this section. The codes and quotations discussed in this section are displayed in Table 5.48.

Table 5.48: Customer service codes and quotations

Codes	quotations
Customer care says a lot about business	Participant 5: "Customer care says a lot about the business."
Employee behaviour critical	Participant 5: "Also, even the workers, when you have workers, you have customers coming, and how they behave in the presence of customers says a lot about the business".

According to the participants, some challenges are brought about by the quality of **customer care** provided, and so to overcome such challenges, the quality of customer

care can be improved. Firstly, Participant 5 said that the quality of customer care in the organization reflects what the organization can afford to do regarding customer service.

“Customer care says a lot about the business.”

This implies that the organization does not care much about the customers if poor customer service is provided. Conversely, the organisation understands customers' value if good customer care is provided. In the same breath, Participant 5 continued to say,

“Also, even the workers, when you have workers, you have customers coming, and the way they behave in the presence of customers says a lot about the business”.

The fundamental point Participant 5 highlighted is that challenges related to customer patronage are overcome by the customer care provided by the business and its employees. **Employees should be ready to be at the customers' service** rather than ignore or become aloof in the presence of customers. Customer happiness and loyalty depend heavily on customer service quality (Følstad *et al.*, 2018). To that end, a service is an economic activity that generates a given value for a customer or benefits the user (consumer) at a certain location and time through the actions or performance of the provider. (Lee & Lee, 2020:6)

5.4.5.6 Marketing

According to Rownd and Heath (2008:1), marketing is defined as creating, providing, and trading offerings that have value for consumers, clients, partners, and society. Marketing refers to the whole range of actions and tactics used to promote and place goods in the best distribution channels for potential customers (Contreras & Ramos, 2016:55). The participants claimed that they utilized marketing to overcome some of the enterprise challenges they encountered and these are the strategies they engaged in; know the target market, watch out for reviews, do marketing, have good products, and

used social media. Table 5.49 shows the codes and the actual statements from the participants.

Table 5.49: Marketing codes and participant statements

Codes	quotations
Know target market	Participant 6: “It’s about what the product and target market are and just applying the marketing and sales techniques in a particular industry.”
Watch out for reviews.	Participant 6: “Looking at the reviews, you get people commenting, mostly they comment on the negative side, and these opportunities will be gone.”
Do marketing	Participant 5: “Do marketing. Revisit your strategies, marketing strategies because without doing that, at some point, your business will collapse”.
Have good products	Participant 8: “And it did well. It did extremely well—the first crop. Initially, my intention was not to sell the entire production. I wanted to say that because you know this is the start, as a marketing or advertising tool, why not donate it or give it to people? People liked my rape. They loved it.”
Used social media	Participant 6: “Regarding marketing, I embarked on a social media platform. I registered online and started showcasing what I am offering: property and activities.”

Participants recommended **knowing the target market** as strategic in resolving some enterprise challenges. Participant 6 said,

“It’s about what the product is, what the target market is, and just applying the marketing and sales techniques in a particular industry.”

According to him, knowing your product and the target market is vital. After learning those, one applies relevant marketing and sales techniques to dispense the product to the clients. Aghdaie and Alimardani (2015) agree that choosing a target market is one of many businesses' most crucial marketing choices. Additionally, this decision impacts several other organizational decisions, including market mix, procurement, and distribution networks. You know the target market results from conducting market research. Said marketing research is an organized, unbiased technique to learn about your target audience and rivals (Abari *et al.*, 2012:6292).

Marketing research will assist in ensuring that the recycled entrepreneur has the **right(good) product** that they want to market, as explained by Participant 8,

“And it did well. It did extremely well—the first crop. Initially, my intention was not to sell the entire production. I wanted to say that because you know this is the start, as a marketing or advertising tool, why not donate it or give it to people? People liked my rape. They loved it.”

Participant 8 had his first crop, and to determine how the market would respond to the product (market research), he wanted to donate part of the crop. He was overwhelmed by the response. His prospective customers liked the produce. This emphasizes the advantages of having a good product. The target market will accept the outcome. Ehmke (2008:1) feels it's important to realize that a business with customers has them for a purpose. To develop a business successfully, it is sometimes necessary to have a competitive advantage that gradually creates a core of devoted clients that may be expanded over time. When a product is good, you know reviews will be good. But **watching out for reviews** regularly is essential, as pointed out by Participant 6,

“Looking at the reviews, you get people commenting, mostly they comment on the negative side, and these opportunities will be gone.”

What is interesting about Participant 6's remark is that people usually comment on the negative; when they do that, the clients exposed to such comments lose business. For his company in the Tourism and Hospitality sector, clients usually comment negatively

on TripAdvisor. According to Ghazi (2017:1), the motive for negative reviews is venting negative feelings and warning other consumers. Such a situation negatively impacts the business, and it is thus vital to have a good product always by all means possible. It is, therefore, integral to marketing a good product using various strategies, as hinted out by Participant 5,

“do marketing. revisit your strategies, marketing strategies because without doing that, your business will eventually collapse”.

Marketing will ensure that the target market knows the excellent product. In the absence of such, the potential for business failure is high. Hanssens and Pauwels (2016:173) agree, asserting that marketing attempts to foster positive consumer sentiments to increase consumer demand eventually. This demand, in turn, results in sales and earnings for the company or brand, which can strengthen its position in the market and increase its financial worth. Participant 6 talked about marketing on social media, and he said,

“in terms of marketing, I embarked on a social media platform. I registered online and started showcasing what I am offering: property and activities.”

Like similar products, Tourism and hospitality rely heavily on online social media. On online social media, the product and its activities are showcased. Soegoto and Utomo (2019:1) confirm that social media made marketing communication with online systems simple. It is famous for businesses to utilize this medium to sell their products because it is inexpensive and straightforward to access. However, staff members involved in social media activities must be highly skilled and trained to respond to customer inquiries and complaints effectively. They also need to manage and control potential negative feedback before hundreds or thousands see it of people (Rugova & Prenaj, 2016:95).

The themes of overcoming challenges and measures for sustainability have these categories in common: **operational strategies, financial awareness, social sustainability, personal resilience (emotional and intelligence), and customer**

service. Operational strategies had the highest frequency in all cases—58 for sustainability measures and 44 for overcoming challenges.

THEME 6: ECOSYSTEM

DISCUSSION ON HOW ACTORS IN THE ENTREPRENEURIAL ECOSYSTEM INFLUENCED THE SUSTENANCE OF THE PARTICIPANTS' BUSINESSES AND HOW THEY ALSO BENEFITED FROM THE LOCAL RESOURCES IN SUSTAINING THE BUSINESSES AND LITERATURE INTEGRATION

The theme **Ecosystem** attends to the sixth research question in which participants were asked to identify how actors in the entrepreneurial ecosystem influenced the sustenance of their businesses and how the participants benefitted from the local resources in sustaining their businesses.

Research Question 6(RQ6) is divided into two parts: a) How did the actors in the entrepreneurial ecosystem influence the sustenance of your business?

b) Still reflecting on the entrepreneurial ecosystem, how did you benefit from the local resources sustaining the businesses?

Table 5.50 which continues on the next pages, illustrates the theme, categories, sub-categories, and related codes from the 12 interviews.

Table 5.50: Ecosystem theme, categories, subcategories, sub-sub categories and codes

THEME	CATEGORY	SUB-CATEGORY	SUB-SUB CATEGORY	CODES
Ecosystem	Ecosystem benefits	Helpful institutions		Government (8)
				Financial institutions (5)
				Local Enterprise

				Authority (3)
				Networks of entrepreneurs (3)
				Lobby groups (1)
				Citizen Entrepreneurial Development Agency
		Ecosystem sustenance influence	Influence from institutions	Environment good for entrepreneurship (13)
				Govt provides business M219 (9)
				The environment is regulated (7)
				CEDA and LEA provide support (7)
				Improved network services (4)
				Banks provide finance (3)
				Family supportive (3)
				Performance of economy (2)
				Localization (2)
				Lobby groups influence govt.(2)
				The environment is regulated (7)
				CEDA and LEA provide support (7)
				Improved network

				services (4)
				Banks provide finance (3)
				Family supportive (3)
				Performance of economy (2)
				Localization (2)
				Lobby groups influence govt.(2)
				Govt subsidies
				Microlenders support
			Influence from actors	Entrepreneurs work together M255, M347 (34)
				Meet agents at travel shows (8)
				Learn from partners (6)
				Borrow from friends (4)
				Neighbours help (2)
				Corporates are clients (2)
				Feedback from guests
		Beneficial cultural elements		Cultural practices helpful O153 (22)
				Batswana reckless with money O185 (5)
				Social media used for marketing (2)

				Batswana enjoy good service (1)
				Suitable land for product
				Transport is used a lot.
				Belief in local products
		Ecosystem helpful actors		Other entrepreneurs (6)
				Experts (6)
				Friends (4)
				relatives (1)
				Politicians (1)
				Neighbours
				Corporates
	Challenges in ecosystem	Inflation		Input prices shoot up (11)
				Buyers of cattle not buying at reasonable prices K104 (8)
		POLITICS		Politicians with big herds get assistance from govt. (4)
				Politicians are competing in farming (2)
				Tourism industry run by foreigners (1)
				Global politics
				Trade wars
		GOVERNMENT		No assistance from govt (3)
				Changed govt policy

				K89 (2)
				govt low allowances for tractors (1)
				Dependency on govt for business
				CEDA, LEA, and BDB unhelpful
				Demands from govt.
				Laws not in favour of small business
				Regulations on paying employees
		Supply and demand		selling of sub-standard products P220 (5)
				Seasons changed (4)
				Role of farmer diminished P224 (1)
				Costly to exhibit products (lodges)
				It is expensive to set up a plant.
				No horticultural markets
				The transport business has low barriers.
		Corruption		Established business corrupt P251 (5)
				Established businesses use you as a pawn (2)
				Associates lack honesty (1)

				businesses exercising fronting
		Funding		financiers red tape (8)
				CEDA wants security(7)
				Banks like security (6)
				Bank charges (3)
				Govt red tape (3)
		Competition		People copy business P214 (11)
				Established businesses competition (7)
				The intensity of competition (5)
				No assistance from competitors (3)
				Other entrepreneurs pose as competition (2)
				Various actors have various agendas (2)
				Wrong business assumptions K224 (2)
				Male-dominated industry
				Lack of competitive advantage
		Mentorship		Some helpers have hidden agendas BA 227 (5)
				Professional mentors are costly K215 (2)
				Distributors lack

				technical support (1)
				Complicated mentorship

5.4.6 ECOSYSTEM THEME

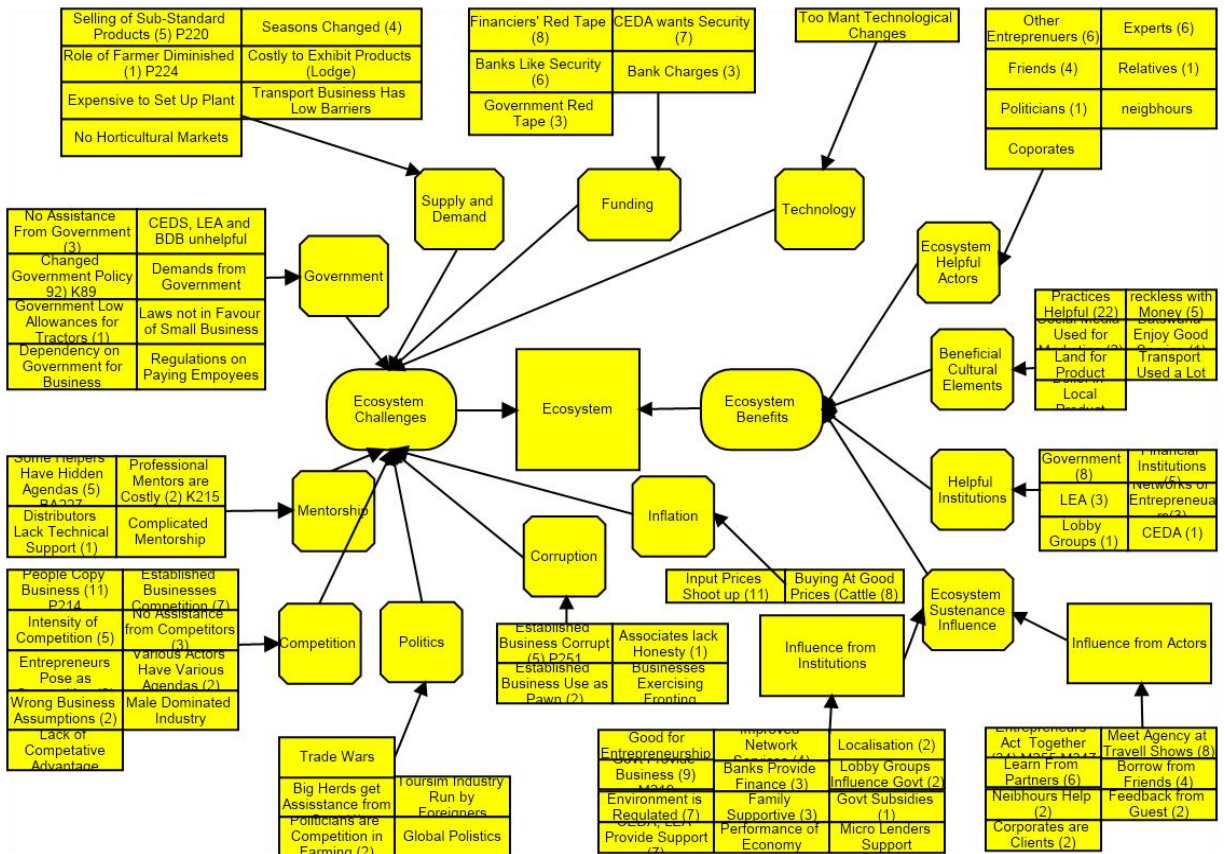
This section discusses three issues in the ecosystem. The first is about getting answers to how actors in the entrepreneurial ecosystem influenced the sustenance of businesses of the recycled entrepreneurs, the second is about seeing how recycled entrepreneurs benefitted from the local resources, and the third is about the challenges the recycled entrepreneurs faced. The third, although not part of the research questions, sheds more light on recycled entrepreneurs' difficulties in their quest for enterprise sustenance. Some secondary literature sources provided the following on this section's three issues of interest.

From Spigel and Harrison (2017:151), it is noted that recycled entrepreneurs' talents can be "recycled" within the ecosystem and can be utilized by others. Recycled entrepreneurs are also actors in the ecosystem, and other entrepreneurs can utilize their talents to sustain their enterprises. Malecki (2018:7) further states that recycled entrepreneurs are vital in that they grow robust ecosystems as some of them would have been successful with blockbusting enterprises and continue being operative in the local ecosystem actively engaged in it by reinvesting their experience and profit either as mentors or investors. Recycled entrepreneurs can be mentors and investors, boosting entrepreneurial activities in the ecosystem. Scholars have recognized the allocation and supply of enterprising talent within a financial system as pivotal to its vibrancy (Mayer-Haug *et al.*, 2013:1251).

It is becoming more often acknowledged as a constraint that environmental factors may affect how people and entrepreneurial teams perform in the entrepreneurial ecosystem (Autio *et al.*, 2014:1105), as well as networks, partnerships with market leaders, access to various forms of financing, and state assistance programs.

Figure 5.7 provides information on what the participants said about how the actors in the entrepreneurial ecosystem influenced the sustenance of their businesses, how the participants benefitted from the local resources and the challenges that confronted them in their endeavours to sustain their businesses.

Figure 5.7: Ecosystem network diagram



5.4.6.1 Entrepreneurial ecosystem benefits/influence

The discussion in this section will focus on the category of ecosystem benefits or influence the participants derived from both the entrepreneurial ecosystem actors and institutions. The actors and institutions will be named in the process. The actors will be dealt with, followed by the discussion on institutions.

5.4.6.1.1 Entrepreneurial ecosystem actors' influence

The participants attributed some of their progress to the influence they obtained from actors in the entrepreneurial ecosystem. The actors who influenced them were other entrepreneurs, experts, friends, politicians, relatives, neighbours, and corporations. Other entrepreneurs, followed by experts, had the highest frequency, signifying a possible link between the frequency and how helpful they were.

The other issue was to find out how the different actors influenced the sustenance of the participants' businesses. The participants claimed that actors were influenced by borrowing from friends, feedback from friends, learning from partners, neighbours helping, corporates being clients, and entrepreneurs acting together. Spigel and Harrison (2018) agree that successful and failed entrepreneurship creates essential entrepreneurial resources, including investment capital, talented labour, and entrepreneurial knowledge within an ecosystem.

Table 5.51 which continues on the next page, displays the codes and statements made by the participants on the influence of entrepreneurial ecosystem actors.

Table 5.51: Entrepreneurial ecosystem actors' influence codes and quotations

Codes	quotations
Borrowing from friends	Participant 7: "On the issue of capital, sometimes I had to borrow from friends, especially there is one gentleman who, if you don't mind, I would mention his name. He is one of the guys who uplifted me. He is an entrepreneur by the name of XXXX."
Feedback from friends	Participant 11: "And, of course, I don't want to downplay the role some of the friends play. The motivation they give ."
Learn from partners	Participant 9: "So we support each other, we refer each other, and we learn from each other the ropes of being in this industry. And you know, at first, when I was coming in, I thought your competitor would be someone who wants to win and be better than you all the time."

	However, I have found that we like to share ideas as entrepreneurs when we meet. We like to share notes on how to survive and go about this.”
Neighbors helped	Participant 4: “I haven’t benefitted a lot from them except maybe from my neighbours, those that I am close to. Those are the guys here and there I get advice. I also advise them I get some implements that I borrow from them. Those are just the guys that I am close to. Those are the guys that would say they are assisting me.”
Corporates were clients	Participant 6: “But from a corporate perspective, corporates come in here as clients. We also host some of the corporates at the place, and what can we do as a local business we don’t shy away from the local market”.
Entrepreneurs acted together	Participant 6: “Entrepreneurs also assist. Luckily, there are three other local owners of such properties, and we work together and collaborate on ideas. Remember, if one client comes from the USA, they can’t just come to see one place. It’s too far for them to come just to one place. So, they normally want us to have a circuit coming from the Maun area and ending up at Victoria Falls or vice versa. So, we devised a circuit where a client arrives in Vic Falls, leaves Vic Falls, drives to Maun, and does 3 or 4 other properties. It gives him a wholesome experience because the areas differ from where we are all situated.”

Participants were influenced variously by actors in the entrepreneurial ecosystem. Participant 7 did not forget the capital he **borrowed from a friend**, as he said,

“On the issue of capital, sometimes I had to borrow from friends, especially there is one gentleman who, if you don’t mind, I would mention his name. He is one of the guys who uplifted me. He is an entrepreneur by the name of XXXX.”

The amount he borrowed enabled him to run a successful enterprise in the pest control industry, and he wanted his name captured, which was not possible on ethical grounds. Participant 4 also **borrowed implements from the neighbouring farmers** to enable him to operate sustainably, and this is what he said,

“I haven’t benefitted a lot from them except maybe from my neighbours, those that I am close to. Those are the guys here and there I get advice. I also advise them I get some implements that I borrow from them. Those are just the guys that I am close to. Those are the guys that would say they are assisting me.”

Besides relying on financial institutions for sustainability, participants also depended on relational connections around them. Spigel (2017:7) demonstrates that the characteristics of an ecosystem do not exist in isolation but rather co-develop influence, and reproduce one another. For instance, the motivation of entrepreneurial actors to assist the entrepreneurial aspirations of others is influenced by a community's underlying perceptions about the more significant social status of entrepreneurship (Liñán *et al.*, 2011:7). Entrepreneurs in Botswana despite competing with one another, do understand the significance of assisting and **working(acting) together** as explained by Participant 6 below,

“ entrepreneurs also assist. Luckily, there are three other local owners of such properties, and we work together regarding ideas and collaboration. Remember, if one client comes from the USA, they can’t just come to see one place. It’s too far for them to come just to one place. So, they normally want us to have a circuit coming from the Maun area and ending up at Victoria Falls or vice versa. So, we devised a circuit where a client arrives in Vic Falls, leaves Vic Falls, drives to Maun, and does 3 or 4 other properties. It gives him a wholesome experience because the areas differ from where we are all situated.”

The Tourism and Hospitality industry where Participant 6 operates makes it difficult for one entrepreneur to survive alone. The clients that visit come from abroad and desire to have a holiday that is more wholesome in terms of covering many activities. For that purpose, entrepreneurs have to cooperate and collaborate to create a circuit of activities

for their clients, and in the process, they all benefit. The peculiarities of each region's ecology and the methods by which businesses collect resources from their surroundings are closely related (Spigel, 2017:16). As already noted above, competing as entrepreneurs does not exclude sharing ideas and **learning from each other**, as pointed out by Participant 9 below,

“So, we support, refer each other, and learn the ropes of being in this industry. And you know, at first, when I was coming in, I thought your competitor would be someone who wants to win and be better than you all the time. However, I have found that we like to share ideas when we meet as entrepreneurs. We like to share notes on how to survive and go about this.”

The entrepreneurs refer to each other, share notes on how to survive, and, in the process, learn from one another. Increased entrepreneurship and growth are caused, among other things, by shared cultural perspectives and institutional frameworks that facilitate interfirm collaboration and mainstream procedures like information exchange and firm mobility (Spigel, 2017:3). Through the process of sharing ideas and comparing notes, recycled entrepreneurs get support from friends through the **feedback given** which is motivating as asserted by Participant 11,

“And, of course, I don’t want to downplay some of the friends’ roles. The motivation they give.”

According to Participant 11, friends provide vital information and feedback reinforcing recycled entrepreneurs' resilience. In addition, corporates were found to participate in the growth of some enterprises as clients, to which Participant 6 said,

“But from a corporate perspective, corporates come in here as clients. We also host some of the corporates at the place, and what can we do as a local business? We don’t shy away from the local market”.

In the tourism and hospitality sector, some local corporate clients consume local tourism and hospitality products to demonstrate to local clients that local products are as good

as any other. In addition to spurring impressive economic growth in emerging nations, domestic tourism helps the local populace on a cultural and social level by fostering an interchange of viewpoints and traditions (Al-Badi *et al.*, 2017:86).

5.4.6.1.2 Entrepreneurial ecosystem institutions' influence

In addition to focusing on individuals as business actors, the entrepreneurial ecosystem approach also considers the relational features between various institutional players and how these factors support innovation processes (Purbasari *et al.*, 2019). Participants identified helpful institutions as the government, financial institutions, network of entrepreneurs, LEA, CEDA, and Lobby groups. LEA had the highest frequency, possibly because it had more significant influence than other institutions. The ecosystem approach highlights entrepreneurship in a network of interconnected agents, people, organizations, and governing authorities within a specific geographic region (Cavallo *et al.*, 2019:12).

Influence from institutions was in the form of the environment created, which was good for business, regulation, LEA and CEDA support, banks providing finance, family support, and the economy's performance. Purbasari *et al.* (2019) argue that entrepreneurial ecosystems provide various institutional and physical support, supporting cultures, regulations, leadership, human capital, and plentiful financial resources to establish new enterprises.

Table 5.52 shows the entrepreneurial ecosystem institutions' influence codes and statements made by the participants.

Table 5.52: Entrepreneurial ecosystem institutions' influence codes and quotations

Codes	quotations
The environment	Participant 8: "And government being a major player in the ecosystem has created an enabling environment for us players."

created was good for business.	Participant 2: “The environment enables entrepreneurs to act viably or not viably”.
Environment regulated	Participant 2: “You know the environment is regulated, yes; you don’t just do business without looking at the regulations guiding the operations of businesses”.
LEA and CEDA support	Participant 2: “For local businesses, you know there are boards like CEDA, LEA, and other bodies that provide support so they can grow and nurture them.”
Banks provided finance	Participant 6: “From a financial standpoint, I have already mentioned that I had my savings, some of my pension, and I also got financial assistance from the bank.”
Family supportive	Participant 9: “They were trying to make me doubt. But I was like, yes, I am sure. My family was very supportive of that decision. They supported me through that decision, and I thought, you know what, there will always be people to assist if anything happens to me. Kkk”
Performance of economy	Participant 3: “So, what I’m trying to say, in essence, is that the economy, the economy's performance, will determine the flow of revenue even in this college”.

The participants were happy with the environment the government had created for entrepreneurship. Participant 8 claimed,

“And government being a major player in the ecosystem has created an enabling environment for us players.”

He identified the government as a significant player in the ecosystem, making things happen for entrepreneurs. Entrepreneurs felt the government supported entrepreneurship and **created a good environment for business**. Participant 2 confirmed this by stating that the **environment was regulated** and governed the conduct of the different participants in the ecosystem. He said,

“You know the environment is regulated, yes; you don’t just do business without looking at the regulations guiding the operations of businesses”.

Participant 2 further argued that the regulated and good environment **enabled entrepreneurs to act viably** as he said,

“The environment enables entrepreneurs to act viably or not viably”.

This highlights the connection between governments and businesses, who rely on a framework governments set while governments are concerned with boosting overall welfare (Stam & Van de Ven, 2021). Both businesses and governments have embraced ecosystems to improve contexts for entrepreneurship and innovation (Acs *et al.*, 2017:1). The government further acts through agencies to facilitate entrepreneurship development. In the case of Botswana, there is LEA and CEDA. Participant 2 said this about the support LEA and CEDA provided,

“For local businesses, you know there are boards like CEDA, LEA, and other bodies that provide support so they can grow and nurture them.”

LEA and CEDA’s support is known for nurturing novice entrepreneurs through training them in the fundamentals of entrepreneurship. Stam (2015:6) states that providing support services by a range of intermediaries may significantly lower entry barriers for new entrepreneurial enterprises and shorten the time to market inventions, which supports that. Besides the government and its agencies, some **banks provide financial support**. Participant 6 said this about banks,

“I think from a financial standpoint, I have already mentioned that I had my savings, some of my pension, and I also got financial assistance from the bank.”

Participant 6 had his savings and pension but could enhance his capital with the bank’s help, which was discussed comprehensively in section 5.4.5.3 (p. 435) on financial awareness. **Family support** was also well discussed under section 5.4.5.2.2 (p. 431) on Overcoming fear, and the study finds it unnecessary to repeat the discussion.

Lastly, the **participants saw the economy's performance** as influential in pursuing entrepreneurship. Participant 3 asserted that,

“So, what I’m trying to say, in essence, is that the economy's performance will determine the flow of revenue even in this college”.

According to the participants, if the economy is not performing well, their business will be negatively affected, and the inverse would be true. However, researchers seem not explicit about the causal relationship between economic performance and entrepreneurship. Strong statistical support for this association has not been discovered by empirical investigations (Salgado-Banda, 2007:2). Still, from a narrower perspective, Van Stel *et al.* (2007) show that economic expansion has a beneficial impact on opportunity-driven fledgling entrepreneurship but has no bearing on necessity-driven nascent entrepreneurship.

5.4.6.1.3 Benefits from the local resources

Wahyuningsih (2017:397) feels that many academics and practitioners have been drawn to using local resources as a competitive advantage for the past several years. There is a claim that because local resources are non-replaceable and imperfectly imitable, they have a bigger influence on poverty alleviation as society's economy improves (Wahyuningsih, 2017:397). Participants claim local resources promoted the sustenance of their business ventures through helpful cultural practices, social media used for marketing, Batswana reckless with money, Batswana enjoy good service, suitable land for products, transport used a lot, and belief in local products. Wahyuningsih (2017:400) acknowledges that resources may be tangible and intangible, including natural resources, human capital, and relational capital.

Table 5.53 which continues on the next page, displays what the participants cited as how they benefitted from the local resources and the related codes.

Table 5.53: Local resources benefits codes and quotations

Codes	quotations
Helpful cultural practices	Participant 4: “Our cultural practices assist because, as Batswana, we believe in cattle rearing. You know there is a saying here in Botswana that eeh muna osina nkomo kemusimane. That means if you are a man, you must have some cattle. If you don’t have cattle, you are a boy. So, this pushes us to focus, and you know, if you are going to be culturally accepted, you must have some cattle.” Participant 6: “And the culture. The understanding. What would an international guest expect even from Maun as a town? A good example is when tourists are standing on the side of the road; people are going to stop for them to cross the road, unlike in other areas where even when you get to a zebra crossing, you might be in trouble trying to cross the road. Here, they allow them to cross the road even without zebra crossing. Simple things like that. That’s where you realize that there is a culture here that respects the industry.”
Batswana is reckless with money.	Participant 7: “Regarding the spending behaviours of the Batswana. Batswana are people who like to spend too much without thinking about tomorrow. I did benefit because of some of the recklessness. This is so because when it comes to business, they do not think twice about the nature of business and how it will help them. They spend”
Social media used for marketing	Participant 6: “And the other is on social media. You want to do your bit there, and you are on the popular one depending on your market, and my biggest market is 30 years and above.”
Batswana enjoy good service.	Participant 10: “If you show them, give them what they need by what you have agreed. I am doing this for you, and it works perfectly; they are happy. The response is good, and they will call you again.”
Suitable land for product	Participant 6: “For the other resources is just the land in the area. You know it suits the product that we are looking for. You are good if you are to acquire that.”

Transport is used a lot.	Participant 2: “No, when it comes to the social and economic, there is a lot of support. People do use transport a lot, and socially, that is a very viable area, and people tend to use taxis, and you tend to benefit when you join that line also.”
Belief in local products	Participant 8: “Certainly! There has been acceptability regarding what we are doing to the extent that everybody sees and values the agricultural sector. And what happens is that I can do my little business. I can draw the attention of other people to come and ask for jobs to go and market my produce. What I saw is that when people tested my rape, they told other people have you got rape(vegetable) from Mr ZZZZ.”

The participants cite instances in which they have benefitted from **helpful local resources like culture**. Participant 4 explained thus,

“Our cultural practices assist because, as Batswana, we believe in cattle rearing. You know there is a saying here in Botswana that eeh muna osina nkomo kemusimane. That means if you are a man, you must have some cattle. If you don’t have cattle, you are a boy. So, this pushes us to focus, and you know, if you are going to be culturally accepted, you must have some cattle.”

According to Participant 4, some recycled entrepreneurs do cattle rearing to fulfil a cultural norm of “*muna osina nkomo kemusimane*”. That is a Botswana norm that means you must have some cattle if you are a man. In addition to such norms, the behaviours of the Batswana, especially in Tourism and Hospitality locations, contribute to enhancing tourism, as stated by Participant 6 below,

“And the culture. The understanding. What would an international guest expect even from Maun as a town? A good example is when tourists are standing on the side of the road; people are going to stop for them to cross the road, unlike in other areas where even when you get to a zebra crossing, you might be in trouble trying to cross the road. They allow them to cross the road even when no

zebra is crossing. Simple things like that. That's where you realize that there is a culture here that respects the industry."

Maun is a tourist destination in Botswana, and the local people respect tourists, giving them a right of way even if it is their right. Participant 6 highly appreciated such a culture as it promotes tourism in the area. Culture has much to contribute in terms of academic and practical contribution as a collective commonality of vision towards how entrepreneurship is experienced and perceived (Donaldson, 2021). Civic culture distinguishes San Diego's and Waterloo's prosperous entrepreneurship environments (Malecki, 2018:9).

In addition to what has been discussed in the preceding paragraphs and in a rather negative way of benefitting from local resources, businesses derive profits from the **financial recklessness of the Batswana**. Participant 7 stated,

"When it comes to the spending behaviours of the Batswana. Batswana are people who like to spend too much without thinking about tomorrow. I did benefit because of some of the recklessness. This is so because when it comes to business, they do not think twice about the nature of business and how it will help them. They spend"

According to Participant 7, the Batswana are unscrupulous regarding money. They do not have a budget and can carry the whole salary into a drinking hole. Sometimes, they spend money without planning and, in the process, benefit businesses. This may be made worse by using e-wallet technology, which encourages some people to struggle with their spending habits and can lead to reckless spending behaviour by users. When money is held electronically rather than physically, a person loses perspective on its true value (Alam *et al.*, 2021:20).

Spending patterns are also noticeable in buying local products. According to Participant 8, Batswana **believes in local products** as he said,

“Certainly! There has been acceptability regarding what we are doing to the extent that everybody sees and values the agricultural sector. And what happens is that I can do my little business. I can draw the attention of other people to come and ask for jobs to go and market my produce. What I saw is that when people tested my rape, they told other people have you got rape(vegetable) from Mr. ZZZZ.”

Participant 8 claims Batswana sees value in the local agricultural sector and can refer each other to the farms where the produce is good. It seems the locals support and appreciate the quality of the local products, as evidenced by the rape Mr ZZZZ produced. Gonda *et al.* (2021:92) confirm that introducing local items to the market, buying and using them, and talking about them have all become fashionable. This is further confirmed by the fact that **Batswana enjoys good service when you promise and provide it as promised**, and their response is good. Participant 10 explained,

“If you show them, give them what they need by what you have agreed. I am doing this for you, and it works perfectly; they are happy. The response is good, and they will call you again.”

When provided with good service, the Batswana will call again, and businesses can leverage such behaviour tendencies. Jahanshahi *et al.* (2011:254) admit that the quality of goods and services is predicted to impact the link between satisfaction and loyalty. The enjoyment of good service can be attributed to the transport industry, where Participant 2 operated and got a lot of support. He said,

“No, when it comes to the social and economic, there is a lot of support. People do use transport a lot, and socially, that is a very viable area, and people tend to use taxis, and you tend to benefit when you join that line also.”

According to Participant 2, Batswana use transport a lot, which benefits entrepreneurs in that sector. People who live in urban and metropolitan settings have an increased need for mobility due to their desire to engage in a wide range of activities driven by physiologic, psychological, and economic demands (Eboli & Mazzulla, 2012:1).

Participant 6, who was in the Tourism and Hospitality industry at the time of conducting this study, appreciated the **location of where his product was** as he said,

“For the other resources is just the land in the area. You know it suits the product that we are looking for. You are good if you are to acquire that.”

He found the location quite suitable for the product and very beneficial to his business. he believed that the type of land he operates from if acquired by anybody, they are business. Buckley (2011:399) believes that adventure tourism exploits outdoor natural settings as a setting for adrenaline-fueled pleasure and that many adventure activities take place in stunning places. Participant 6 also realized that the locals used social media a lot. He adopted it as a marketing tool, as he said,

“And the other is on social media. You want to do your bit there, and you are on the popular one depending on your market, and my biggest market is 30 years and above.”

He had a target market of over 30 years old and found them compatible with social media marketing. Information and communication technologies are heavily used in the tourist industry for marketing, sales, and managing connections with clients (Živković *et al.*, 2014:758).

5.4.6.2 Entrepreneurial Ecosystem Challenges

In operating in the ecosystem, recycled entrepreneurs also face some challenges. The following categories represent their challenges: funding, competition, inflation, supply and demand, mentorship, government, politics, corruption, and technology. Funding and competition appear in this section again. They were dealt with as financial inadequacies and lack of competitiveness in section 5.4.4. The study will not repeat discussions on codes already discussed. Stam and Spigel (2016) also identify the challenges entrepreneurs face in the ecosystem, such as designing business plans and pitching ideas to angel investors and venture capitalists.

The discussion will now focus on the individual categories of challenges, starting with funding.

5.4.6.2.1 Funding

Establishing a new business, releasing a new product or service, or growing an existing firm through internal expansion or acquisition all require funding (Guttermann, 2018:1). According to the recycled entrepreneurs, funding challenges reflected themselves as financiers' red tape, CEDA wants security, banks like security, bank charges and government red tape. In the funding world, entrepreneurs will encounter various participants, including banks, venture capitalists, investment bankers, government agencies, and business advisors; each will provide unique resources and experience (Guttermann, 2018) upon meeting certain requirements. Table 5.54 shows the codes and statements made by the participants on the challenges category of funding.

Table 5.54: Funding Challenges' codes and quotations

Codes	quotations
Financiers' red tape	Participant 1: "Back to the financiers' issue, Its red-tape involved. The red tape is involved. The processes involved; the processes involved, they are so cumbersome."
CEDA wants security	Participant 1: "Yes, for you to get the money there, and for CEDA will be worse because they will require collateral, some kind of collateral, some kind of collateral from you".
Banks like security	Participant 7: "No, no finance houses. I knocked on every door but to no avail. They were not helping as I said that when they give you their finances, they like security, and I was not at liberty to put my house as

	security.”
Bank charges	Participant 10: “Leaving your money lying in the current account, and then there are charges there”.
Government red tape	Participant 5: “That you must meet, and you know how with the government it’s always a problem of red tape, red tap. The red tape is a problem with the government because the buildings department will be telling you can’t have a building like this; it has to be like this. So, those are the challenges.”

Participants found that the **red tape from financiers** and the government presented challenges in securing funding and assistance. Participant 1 said the following about banks,

“Back to the financiers’ issue, Its red-tape involved. The red tape is involved. The processes involved; the processes involved, they are so cumbersome.”

He complained of the red tape involved when seeking assistance from the financiers as cumbersome, while Participant 5 found the procedures in government offices problematic as he said,

“ that you must meet, and you know how with the government, it’s always a problem of red tape. The red tape is a problem with the government because the buildings department will be telling you can’t have a building like this; it has to be like this. So, those are the challenges.”

The government’s buildings department was particularly cited as difficult to work with. The **government red tape** was noted as incompatible with entrepreneurial activities. Given these challenges, Bozeman (2000:12) described red tape as rules, regulations, and processes that are in place that impose a compliance burden but do not achieve the goals for which they were created. As a result, red tape is, by definition, harmful, evident in the measures of red tape(De Jong & Van Witteloostuijn, 2015).

Another challenge that bothered the recycled entrepreneurs is **security or collateral**. Something is offered, deposited, or pledged as security or collateral to ensure the performance of an obligation (Dictionary, 2002). Participant 1 stated the challenge with CEDA as follows,

“Yes, for you to get the money there, and for CEDA, it will be worse because they will require collateral, some kind of collateral, some kind of collateral from you”.

According to the participants, getting money from CEDA was hampered by the security requirement, which some recycled entrepreneurs lacked. The participants believed CEDA was worse as far as that requirement was concerned. The finance houses had a similar requirement, and Participant 7 claimed,

“No, no finance houses. I knocked on every door but to no avail. They were not helping as I said that when they give you their finances, they like security, and I was not at liberty to put my house as security.”

To get money from the finance houses, security or collateral was a requirement, and Participant 7 felt strongly that putting his house as security was a bit extreme. However, Schmalz *et al.* (2013:3) discovered that changes in the collateral options accessible to potential entrepreneurs significantly impacted entrepreneurial activity. Schmalz *et al.* (2017:1) argue that when house prices rise, homeowners experience an increase in the collateral value available to start a business.

Even opening current accounts with banks was seen as retrogressive as they charged a fee on amounts they kept on your behalf. Participant 10 was concerned, and he said,

“Leaving your money lying in the current account and then there are charges there”.

He felt that money in the bank attracts bank charges, which eat into the bank balances. Such charges should be avoided as much as possible. Kombo (2015:177) verifies the participant's perspective by asserting that the most significant causes of unhappiness for Kenyan bank customers are excessive costs for goods and services.

5.4.6.2.2 Competition

Competition occurs when two or more individuals or organizations are vying for an advantage that not everyone can have (Dictionaries, 2023). Participants pointed out that the challenge related to competition, and they cited these as people copying businesses, established businesses competition, the intensity of competition, no assistance from competitors, entrepreneurs posing a threat, wrong business assumptions, lack of competitive advantage, and male-dominated industry. Instead of the relevant product market, as is typically the case in competition law, ecosystems have generated new asymmetries of power, where the "field" of competition is instead the ecosystem of multiple complementary goods and related complementary businesses (Jacobides & Lianos, 2021:1199). An ecosystem may have a complicated mix of rivalry and collaboration between the platform and its complements.

Table 5.55 which continues on the next page, shows the codes and quotations of what the participants said about competition challenges in the ecosystem

Table 5.55: Ecosystem competition challenges codes and quotations

Codes	quotations
People copy business Lack of competitive advantage	Participant 5: "And you know, as time goes on, people think you make a lot of money from this business, and they also copy your business. You failed to create a competitive advantage over their businesses, and then I ended up selling it, selling the business."
Established	Participant 1: "Yes. The system as it is now, it's very hard to break the

businesses competition	bubble for small businesses because you are always competing with somebody who is well established, has all the resources, and you know that on its own is very frustrating.”
Intensity of competition	Participant 2: “If you look at the taxi business, it would like there are equivalent taxis to the number of people being carried.so there is a lot of competition in that area, and people find it easier to venture into that business than other businesses because the regulations are loosened.”
No assistance from competitors	Participant 1: “I wouldn’t say because I would be lying. Because I have never gotten assistance from anyone. Given my background, there wasn’t any family member or friend who I could rush to.”
Entrepreneurs pose a threat.	Participant 2: “Those who are in the transport business, those who are in the business consultancy training- these are also people who threaten the survival of my business because we are sharing the same market and fighting for the same cake.”
Wrong business assumptions	Participant 8: “It was very expensive, and these people, unfortunately, would charge at professional rates. It wasn’t an issue of let’s go to your farm. Somebody would say look here; I will take you from what I would say Agriculture 101 going through... in a modular way. I said this is not what I anticipated.”
Male-dominated industry	Participant 9: “There were so many challenges. Like I said, it is a male-dominated industry. So, being a young woman, it is the main challenge to say what I am doing in a male-dominated industry. No one takes you seriously when you are a young woman trying to compete with the big guys.”

Many activities occur in the entrepreneurial ecosystem; some involve **people copying your business**. Participant 5 raised the challenge in the following manner,

“And you know, as time goes on, people think you make a lot of money from this business, and they also copy your business. You failed to create a competitive

advantage over their businesses, and then I ended up selling it, selling the business.”

According to his experience, people suspected that he was making a lot of profits in the business, and they decided to copy him so that they could also make money. In line with the Participant's problem, Cowden and Young (2020) claim that imitators frequently buy a product from an existing company, reverse-engineer it, and then make something identical, frequently more affordable. In the case of the participant, it was about merely imitating his business activities rather than reengineering them. Consequently, the participant **failed to create a competitive advantage** and had to sell the business for various reasons. The lack of competitive advantage was discussed in section 5.4.3.1.11 (p. 300) and will not be discussed here to avoid unnecessary repetition.

The other type of competition the participants faced emanated from established businesses. Participant 1 expressed his frustration as he said,

“Yes. The system as it is now, it's very hard to break the bubble for small businesses because you are always competing with somebody who is well established, has all the resources, and you know that on its own is very frustrating.”

Participant 1 did not like the **competition posed by established companies** as they had all the resources. He felt that established companies hindered new enterprises from achieving growth and that it did not go down well with him on its own. This is corroborated by Weiblen and Chesbrough (2015:66), who state that the established company has the tools, power, size, and processes necessary to operate a tested business model effectively. Still, start-ups generally have good ideas, organizational agility, the willingness to take risks, and expectations of quick expansion, yet lack those attributes. The competition is thus sometimes unbearable. However, competition may be from the rivalry in the industry, as explained by Participant 2,

“If you look at the taxi business, it would like there are taxis equivalent to the number of people being carried.so there is a lot of competition in that area, and

people find it easier to venture into that business than other businesses because the regulations are a bit loosened.”

Participant 2 believed that the barriers to entry in the taxi industry were rather low, allowed new entrants all the time, and increased the **intensity of the competition**. This problem is in line with what Participant 2 further said about other entrepreneurs,

“Those who are in the transport business, those who are in the business consultancy training- these are also people who threaten the survival of my business because we are sharing the same market and fighting for the same cake.”

The other entrepreneurs in the like industry of transport and consultancy share the same market with the participants and are. As a result, an unavoidable threat. Heger and Kraft (2008) contend that the lack of entry barriers is essential for economic well-being in light of how markets react. It is essential that a position of significant market dominance and high profits draws in competitors and that, as a result of this escalation of the competitive pressure, the profits return to a "normal" level. The industry with low barriers and is profitable inevitably attracts competition, and profits are shared in the process.

For Participant 9, the intensity of competition sprouted in her being a **male-dominated industry**, and she alleges,

“There were so many challenges. Like I said, it is a male-dominated industry. So, being a young woman, it is the main challenge to say what I am doing in a male-dominated industry. No one takes you seriously when you are a young woman trying to compete with the big guys.”

Interestingly, she even asked herself what she was doing in a male-dominated field, maybe due to feeling the pressure surrounding her. She had that experience of seemingly not being taken seriously, which had a dent in her level of competitiveness. Akter *et al.* (2019:14) confirm that even though legal, political, and economic institutions

give both men and women identical rights and advantages, stereotypical attitudes about gender norms impose several obstacles on women who run their businesses.

Sometimes, when the competition is stiff and you lack adequate resources, that might necessitate leveraging on friends or family members. It would be unfortunate if one cannot pursue those as avenues for assistance, thereby reducing competitiveness. Participant 1 raised such an issue,

“I wouldn’t say because I would be lying. Because I have never gotten assistance from anyone. Given my background, there wasn’t any family member or friend who I could rush to.”

He **could not get assistance from anyone**, as he claims, but fortunately, he continued to sustain his businesses despite such circumstances. According to O'Brien (2012:379), informal help is prevalent and essential for survival. This depends on an individual actor's capacity to get advantages and the favourable effects of participation in social networks or other social institutions(O'Brien, 2012:378).

Competitiveness is also reduced by **making wrong assumptions**. Participant 8 remembered by explaining thus,

“It was very expensive, and unfortunately, these people would charge at professional rates. It wasn’t an issue of let’s go to your farm. Somebody would say look here; I will take you from what I would say Agriculture 101 going through...in a modular way. I said this is not what I anticipated.”

When he joined the agricultural industry, he anticipated that getting any help would be about explaining to him where to put his crops and giving simple instructions on how to do it. He was shocked when experts charged professional rates and took him through the basics of agriculture as if in a college. In corroborating the recycled entrepreneur’s dilemma, Clifton (2013:1), while working at Gallup, made an intriguing remark, stating that one of the primary reasons exceptionally bright leaders fail is that their thinking fails them. Not their management or leadership abilities, which are frequently quite enough,

but their thinking. In particular, failing leaders in business and politics frequently make poor decisions due to being fundamentally mistaken about the fundamental assumption that underpins all of their initiatives. Fortunately for Participant 8, he corrected his thinking after regrettably paying heavily for the wrong assumptions.

5.4.6.2.3 Demand and supply

The recycled entrepreneurs also grappled with demand and supply challenges in the entrepreneurial ecosystem. This relates to issues with organizational supply side and demand side (market generation) elements (Jones & Pitelis, 2015:25). The entrepreneurs cited these as their challenges: selling sub-standard products, seasons changed, the role of the farmer diminished, expensive to set up a plant, no horticultural markets, and costly to exhibit products. Before discussing these codes, they will be shown in Table 5.55 which continues on the next page.

Table 5.55: Demand and supply challenges codes and quotations

Codes	quotations
Selling of sub-standard products	Participant 8: "Then we had several entrepreneurs like myself mushrooming all over the country. Some sell substandard, and others, when you sell your rape, you find it does not meet the grade."
Seasons changed	Participant 5: "Some are seasonal, but the challenges are always there."
The role of the farmer diminished.	Participant 8: "So here I am, and I am producing my rape. I give it to whoever is prepared to buy it directly. So my role as a farmer is getting diminished because I can't be producing and then at the same time do the marketing".
It is expensive to set up a plant.	Participant 1: "If you decide to go into manufacturing again, it's quite expensive to set up a plant because, with my shelved proposal, I needed over 5 million to buy the plant from China, then a very large warehouse."
No	Participant 8: "We don't have horticultural markets here. Not even one."

horticultural markets	The whole country”.
Costly to exhibit products	Participant 6: “So there is a way of marketing your business like this in travel shows. There have been about 3 in a month since I opened. They are also quite costly, but you can exhibit your products. It costs you in the region of P24 000 to attend without accommodation. It will be just about you coming there”.

The participants realized that while there was a demand for their products, some entrepreneurs sold **sub-standard products** because of no quality checks between the farmers and customers, and this is what Participant 8 said,

“Then we had several entrepreneurs like myself mushrooming all over the country. Some sell substandard, and others, when you sell your rape, you find it does not meet the grade.”

Since there was a ban prohibiting the importation of some agricultural products from South Africa, the main supplier, there was a growth in the number of small-scale farmers in Botswana. What the farmers produced was sold directly to the customers, and no quality control measures were in place. Participant 8 lamented that this was worrisome. Yao and Zhang (2022) remark that given the complexity of the agricultural supply chain, agricultural safety supervision and traceability are particularly difficult to implement. Farmers dumped their quality or substandard produce on the market due to the difficulty of enforcing quality standards. Those producing quality produce felt the industry needed quality checks and balances because agricultural products are highly prized for their freshness, health, and nutritional value (Yao & Zhang, 2022).

The other problem related to substandard products was the **lack of horticultural markets** throughout the country, and Participant 8 regretted as follows,

“We don’t have horticultural markets here. Not even one. The whole country”.

The lack of horticultural markets has seen farmers farming and marketing directly to customers. Kalita (2017:66) referenced marketing difficulties when he argued that marketing for horticulture commodities was difficult, particularly because of its weight, seasonality, and susceptibility to perish. Participant 8 continued to state,

“So here I am, and I am producing my rape. I give it to whoever is prepared to buy it directly. So, my role as a farmer is getting diminished because I can’t be producing and then at the same time do the marketing”.

He felt his role as a farmer was no longer clear because he farmed and was expected to market his produce. There was a need for a clear segregation of duties in the agricultural food value chain as the **role of the farmer was now diminished**. To prevent a single farmer from controlling a crucial combination of business transactions (farming and marketing), segregation of tasks must be implemented. This combination was crucial because it presented the possibility of undetected business value subtraction (subpar goods) (Elsas, 2008). Put differently, there should be a separation of duties according to the participants.

Demand for some products is seasonal, burdening recycled entrepreneurs with seasonal products. Participant 5 said,

“Some are seasonal, but the challenges are always there.”

As a farmer, he found that sometimes business was low, especially in the agricultural sector during some seasons. He said that **seasons changed**, affecting business as there were times when they were not producing anything. Seasonal climate variability frequently undermined farm yields, reduced food availability, and lowered income (Guido *et al.*, 2020:1).

In the Tourism and Hospitality sector, it was noted that the marketing of a product was quite dear. Participant 6 explained,

“So, there is a way of marketing your business like this in travel shows. There have been about 3 in a month since I opened. They are also quite costly, but you

can exhibit your products. It costs you in the region of P24 000 to attend without accommodation. It will be just about you coming there”.

Tourism and Hospitality industry products are marketed at travel shows, which cost about P24 000 to attend, excluding accommodation and food. Litvinova-Kulikova *et al.* (2023:197) contend that the active growth of internet technology questioned the viability of conventional forms for organizing exhibition events. However, improving relationships with clients and understanding their needs are the main reasons for participating in the advertising strategy of travel trade exhibitions, while getting information from private investors on financial matters was the least significant reason (Yuksel & Voola, 2010:298).

Another sector that looked promising was manufacturing, but it had huge financial demands in terms of setting up the infrastructure. Participant 1 set his sights on manufacturing, but the deterrent was finance. He said,

“If you decide to go into the manufacturing, including again, it’s quite expensive to set up a plant because, with my shelved proposal, I needed over 5 million to buy the plant from China and then a very large warehouse.”

According to Participant 1, he required **large amounts of money to set up a manufacturing plant and** had to shelve the idea. To demonstrate how costly it is to set up a plant, Kolmetz and Sari (2014) assert that a significant amount of money must be provided to buy and install the essential machinery and equipment before an industrial facility can be placed into operation. It is necessary to acquire land and service facilities, and the plant must be built entirely, including all pipelines, controls, and services. Additionally, it is essential to have money on hand to pay for costs associated with running the facility.

5.4.6.2.3 Government challenges

While the government was noted as helpful in the entrepreneurial ecosystem (refer to section 5.4.6.1.2 p. 476), the impediments it created will be discussed in this section. The participants cited the impediments from the government as no assistance from the government, changed government policy, low allowances for tractors, dependency on the government for business, CEDA, LEA, and BDB unhelpful, demands from the government, laws not in favour of small business, and regulations on paying employees. According to Seda and Ismail (2020), issues with policy-making and other legal elements, institutional and operational assistance, and social, educational, and cultural awareness are obstacles from the government.

The participants' codes and statements on government challenges are displayed in Table 5.56 which continues on the next page.

Table 5.56: Codes and participant statements on ecosystem government challenges

Codes	quotations
No assistance from the government	Participant 3: "No, no assistance. We haven't got any assistance from the government. Mumbling, we haven't got any assistance from the government."
Changed government policy Dependency on the government for business	Participant 3: "It affected us especially because we solely depended on the government, and when the government changed in respect to the policy that drives our industry, the operations of our business also changed."
Low allowances for tractors	Participant 11: "But now a group of tractor owners came together, and we said these allowances were not reviewed last in 2008, and diesel prices have escalated exponentially ever since. There isn't much excitement concerning ploughing for people, particularly in my area".

CEDA, LEA, and BDB unhelpful	Participant 4: "In Botswana, we preach about Citizenry Entrepreneurial Development Agency (CEDA); we also talk about the Local Enterprise Authority (LEA) and the Botswana Development Bank (BDB). Talking is very easy, but when you get to practice, that is not easy, my brother. You know, my brother, it's not easy. (With emphasis) because they will want them to be clear and somebody with a monthly income."
Demands from Government	Participant 5: "You will leave yourself out regarding salary. Yes. So that's a challenge because there are so many demands from the government, or if you tell yourself you have a lodge, these are the expectations that you must meet, and you know how with the government, it's always a problem of the red carpet, red tape."
Laws not in favour of small business	Participant 1: "Actually, even if you don't have any contact with them, because they are politicians, you expect them to assist us when making the laws. Because the laws now are not favouring small businesses for small businesses, you can at least make or give them a waiver of some sort for the first 3-5 years."
Regulations on paying employees.	Participant 5: "Now the regulations from the government, labour department, if you employ people, this is how you pay them. The minimum wages, even the amount of time that they spend working for that, you have got to put that into consideration."

Assistance from the government was difficult to get for some entrepreneurs, as portrayed by Participant 3 when he said,

"No, no assistance. We haven't got any assistance from the government. (Mumbling) we haven't got any assistance from the government."

According to Participant 3, he never got any assistance from the government for his business. He mumbled his unhappiness, which bordered on bitterness. Among the entrepreneurship challenges Ofili (2014) discovered in Nigeria is a lack of assistance from the concerned government organizations.

Other recycled entrepreneurs **depend solely on the government for business**, and policy changes negatively affect their businesses.

Participant 3 explained,

“It affected us especially because we solely depended on the government, and when the government changed regarding the policy that drives our industry. When it changes, the operations of our business also change.”

Customers for tertiary institutions are students whom the Botswana government sponsors. During Covid-19, much of the funds for sponsoring students were diverted towards that cause. That distressed the private tertiary institutions due to the huge dependence on the government for business. Your dependence on something or someone reflects your need for them to achieve or survive. (Dictionaries, 2023). This dependence on the government is also reflected by the dashed hopes entrepreneurs experience when seeking assistance from state agencies like CEDA, LEA, and BDB, as explained by Participant 4,

“In Botswana, we preach about the Citizenry Entrepreneurial Development Agency (CEDA), and we also talk about the Local Enterprise Authority (LEA) and the Botswana Development Bank (BDB). Talking is very easy, but when you get to practice, that is not easy, my brother. You know, my brother, it’s not easy. (With emphasis) because they will want them to be clear and somebody with a monthly income.”

Participants explained that they are encouraged to seek financial assistance from those state agencies, but according to Participant 4, it was easier said than done. He underlined that it was not easy, and from his analysis of events, the agencies assist people with consistent monthly income. CEDA, LEA, and BDB are unhelpful for recycled entrepreneurs seeking financial aid. Thaddeus (2012:31) argues that the government and its agencies must adopt a more proactive stance and increase their services so that domestic entrepreneurship can take root. In addition, the laws governing small businesses were noted to be unprogressive. Participant 1 believed **laws were not in favour of small businesses** as he said,

“Even if you don’t have any contact with them because of the politicians, you expect them to assist us when making the laws. Because the laws now are not favouring small businesses . for small businesses, you can at least make or give them a waiver of some sort for the first 3-5 years.”

According to him, if the laws gave a waiver of non-tax remittance of 3 to 5 years, they would be compatible with what happens in small businesses. Nkwe (2013:114) thinks that the SMME sector has likely suffered because of the intricate taxation systems in Botswana and other numerous government compliance requirements. Occupational health and safety, workers' compensation, license requirements, local council planning, and other rules are examples of government regulations. More evidence is provided by Participant 5, who raised concerns about **salary regulations** as he stated the following,

“Now the regulations from the government, labour department, if you employ people, this is how you pay them. The minimum wages, even the amount of time that they spend working for that, you have got to put that into consideration.”

His concerns were that the regulations were so comprehensive that if you did not comply and an employee took you to court, much money would be lost in fines. Compliance implies the entrepreneur should comprehend the laws as well. Participant 5 further indicated other areas of **government demands** as he said,

“You will leave yourself out when it comes to salary. Yes. So that’s a challenge because there are so many demands from the government or if you tell yourself, you have a lodge, these are the expectations that you must meet, and you know how with the government it’s always a problem of the red carpet, red tape.”

He felt the procedures adopted by the government for one to get an operating licence for a lodge, for instance, were numerous and enveloped in a lot of red tape. Issues of red tape on funding challenges were discussed in section 5.4.6.2.1 (p. 485).

The government was criticized for paying **low allowances to tractor owners**, and this was raised by Participant 1, who said,

“But now a group of tractor owners came together, and we said no. These allowances were reviewed in 2008, and diesel prices have escalated exponentially. There isn’t much excitement concerning ploughing for people, particularly in my area”.

Tractor owners plough for farmers who lack such equipment at the government's behest, which pays allowances for the activities. The difficulty was that the allowance was since raised in 2008; meanwhile, diesel prices have escalated. Clayton (1995:23-24) outlines how farmers without draught power will ask a tractor owner to plough their land; the tractor owner will then apply for a ploughing grant from the Ministry of Agriculture.

5.4.6.2.4 Mentorship challenges

Sharing information, struggles, and experiences with others to help them develop, achieve, and leave a lasting legacy is what mentoring is all about (Marino, 2021:2). This implies that a mentor shares his information, struggles, and experiences in a particular area or field as a process of helping the mentee acquire relevant skills and capabilities of doing something in the area of speciality. Mentorship can be paid or voluntary (Collis & Hussey, 2003). The participants cited the challenges they had with mentorship as hidden agendas, professional mentors being costly, distributors lacking technical support and complicated mentorship. Table 5.57 shows these codes and related statements made by the participants on challenges encountered during mentorship.

Table 5.57: Codes and quotations on mentorship challenges

Codes	quotations
Hidden agendas	Participant 1: “Obviously, we are human, and you find that some have hidden agendas for opting to help you when, at the end of it, you lose out because you will be banking on their capabilities. They believe they are much more experienced than you, so you put everything on them.”
Professional	Participant 8: “It was very expensive, and these people, unfortunately,

mentors are costly.	would charge at professional rates. It wasn't an issue of let's go to your farm. Somebody would say look here; I will take you from, I would say, Agriculture 101."
Distributors lack technical support.	Participant 10: "So now certain information is distorted when looking for technical support. They don't have. So, I will give you an example of a certain system. You find out that it is made in Spain. It was purchased in South Africa. As an entrepreneur, you are stuck within your technical area to train. And you call the distributor in South Africa. I once called one at some point, and he said to throw that device away. Then he said because it has locked, come and purchase another one."
Complicated mentorship	Participant 8: "Somebody says, you know, this is what you have to do. You have to have a proper layout of the farm. After doing the proper farm layout, where will your homestead and planting area be, and where will you be keeping? No, I do not want something so complicated. I am an emergent farmer. All I needed was to ensure I could grow and sell a few crops to the market".

Source: Own creation

Some participants ventured into areas lacking specialist knowledge and sought mentorship from presumed experienced entrepreneurs in the ecosystem. Participant 1 realized that the mentorship was not wholly objective as the mentors would have **hidden agendas**, and he complained that,

"We are human, and you find that some have hidden agendas for opting to help you when you lose out at the end because you will be banking on their capabilities. They believe they are much more experienced than you, so you put everything on them."

According to the participant, the mentors make you believe they understand the business better than you, and you bank on them. It's unfortunate that later, you will realize they will use you as a facade to facilitate their interests. Any mentoring initiatives should establish a setting where new colleagues may advance as quickly as possible along the learning curve and develop their practice abilities (Tait, 2003). Additionally, many mentors see their mentees as tools to achieve a specific goal; no attention is given to the mentoring process. As a result, the mentees become dependent upon their mentor—this creates an imbalanced mentorship process, and the damage inflicted could last a lifetime (Marino, 2021:3)

The other mentorship problem could be the cost, as mentorship can be voluntary or paid for. Participant 8 found that the mentorship he initially got was **too costly** because of his goals. He complained thus,

“It was very expensive, and unfortunately, these people would charge at professional rates. It wasn't an issue of let's go to your farm. Somebody would say look here; I will take you from, I would say, Agriculture 101.”

He didn't expect to be charged professional rates due to his wrong assumptions, discussed under section 5.4.6.2.2 (p. 488) on Competition. Despite his erroneous presumptions, mentors make excellent leaders and frequently speak out for and support their mentees at their hardest times. Genuine concern and interest in others are characteristics of true mentors (Marino, 2021:2).

The other point Participant 8 was making is that the mentorship he was getting was too complicated and irrelevant according to his needs as he explained thus,

“Somebody says that, you know, this is what you must do. You have to have a proper layout of the farm. After doing the proper layout of the farm, where will your homestead be, your planting area be, where will you be keeping...? No, I do not want something so complicated. I am an emergent farmer. All I needed was to ensure I could grow and sell a few crops to the market”.

The participant wanted basic knowledge and skills about growing a few crops commercially and not being a fully-fledged commercial farmer. The goals of the mentorship process may not have been fully explained and understood between the mentee and mentor. As a result, the process became **complicated** for the mentee. The concept of mentoring is predicated on the premise that startups frequently lack resources and knowledge and might profit from mentors' expertise in strategic planning, marketing, technology development, and funding (Yitshaki & Drori, 2018:3). However, very often the mentor's intentions before the relationship with the mentee starts maybe misleading and never properly discussed (Marino, 2021:3).

Participant 10 had a different experience in that the distributors from whom he got his electrical systems gadgets lacked knowledge about the products they were selling him. He explained that,

“So now certain information is also distorted when looking for technical support. They don't have. So, I will give you an example of a certain system. You find out that it is made in Spain. It was purchased in South Africa. As an entrepreneur, you are stuck within your technical area to track. And you call the distributor in South Africa. I once called one at some point, and he said to throw that device away. Then he said because it has locked, come and purchase another one.”

The distributors **lacked technical support** to help him use the products. The process may not take the form of mentorship but has been included here because there is a sharing of knowledge vital to the entrepreneur's business operations between the distributor and entrepreneur. Under extreme circumstances, the distributors advised him to buy a replacement since the one he bought could not operate properly. Unorganized retailing and wholesaling, as well as channel members that employ less technology and data, are characteristics of distribution channels in emerging countries (Mulky, 2013:180).

5.4.6.2.5 Politics challenges

The participants also had challenges that had a political dimension. The ties inside a group or organization that allow certain individuals to wield influence over others are known as politics (Dictionary, 2008). Participants identified political challenges as trade wars, big cattle herds getting assistance, politicians competing in farming, the tourism industry run by foreigners, and global politics. Significant political factors impacting the running of an enterprise are state regulation and business support, the quality of the legal environment, and state bureaucracy (Cepel *et al.*, 2019:226).

The codes and related statements made by the participants on the challenges emanating from politics are in Table 5.58 which continues on the next page.

Table 5.58: Political Challenges Codes and quotations

Codes	quotations
Trade wars	Participant 8: "But that's not how it works. And then the costs again. The costs of the seeds. For some reason, you need to buy the seeds in South Africa, but because we are stopping this, the South African suppliers decided to pitch the seed price. Now your inputs are going up. They have pitched the prices of fertilizers again, and it's deliberate."
Big cattle herds are getting assistance.	Participant 4: "But they only assist those guys owning big herds of cattle. So, most of them are into cattle rearing, so they don't assist. For instance, like the subsidies, you know, almost every year, the government declares a drought and subsidises cattle feed, and you find that most of the subsidy goes to these big guys. The politicians themselves. So, they are so biased towards their interests".
Politicians are competing in farming.	Participant 4: "I wouldn't say the politicians are doing great in this area, especially farming because, I don't know if I should say this, but you know, they see themselves as our competitors. So now the politicians, most of them are purely cattle farmers."
Foreigners run the tourism	Participant 6: "Internationals and foreigners run the industry. So, a local person can't be running their facility and activities. Normally, we are the ones that are just managing or just working as your general staff."

industry.	
Global politics	Participant 2: "In the macro-environment, I discuss economic, social, and political environments. They have an impact on our business. A good example is the recent Ukraine-Russian war. We can feel it here in Botswana. We can feel it right away despite the distance."

Botswana banned the importation of agricultural produce from South Africa with effect from 2022, and this has negatively affected the prices of agricultural inputs imported from South Africa. Participant 8 was concerned as he said,

"But that's not how it works. And then the costs again. The costs of the seeds. For some reason, you need to buy the seeds in South Africa, but because we are stopping this, the South African suppliers decided to pitch the seed price. Now your inputs are going up. They have pitched the prices of fertilizers again, and it's deliberate. Fighting a war. Now that you are not getting our products, why should we give you our fertilizers cheaply anyway?"

This looked like an agricultural **trade war** between the two nations. This impacts the participants' operational strategies, as discussed in section 5.4.5.1 (p. 427), in which the participants advocated avoiding buying ready-made goods where possible. Buying seeds and making one's seedling was the argument. This might not be possible with rising input costs from South Africa, which also impacts the production costs in farming.

If production costs rise in agriculture, the government may help with subsidies, but according to Participant 4, most of the subsidies benefit the politicians as they have **bigger herds of cattle**. He said,

"But they only assist those guys owning big herds of cattle. So, most of them are into cattle rearing, so they don't assist. For instance, like the subsidies, you know, almost every year, the government declares a drought and subsidises cattle feed, and you find that most of the subsidy goes to these big guys. The politicians themselves. So, they are so biased towards their interests".

Every year, a drought is declared, and the government, in turn, subsidizes the cost of many agricultural inputs, even for cattle feed, but that depends on the size of your herd and farm. With about 20 by 20 kilometres of farms, the government can even drill boreholes for you. However, it seems it is the politicians with such big farms, and there it is they who benefit more. Receive such assistance. Participant 4 clarified below,

“For instance, in Botswana, the government assists those guys who have big farms to drill some boreholes for their cattle. So, you can only get that assistance if you have a big farm, say 20km by 20 km: those big ones. But for us for me, my farm is only 16 hectares. So, they don’t even assist.”

According to the participant, some political decisions are discriminatory and impact them negatively, yet the politicians are also competition. Support for other farmers makes it more challenging for lightly supported farmers to compete there and elsewhere (Anderson & Valenzuela, 2021:5). Participant 4 continued to argue that,

“I wouldn’t say the politicians are doing great in this area, especially farming because, I don’t know if I should say this, but they see themselves as our competitors. So now the politicians, most of them are purely cattle farmers.”

He argued that although the politicians are farmers, they may not hold their own in many farming activities except cattle rearing. That does not diminish the level of competition, given the uneven playing field. Politics is always partisan and always about boundaries (Olsson, 2023:59).

Still, in politics, Participant 6 believed that locals could have penetrated the tourism and hospitality sector if the grip of **foreigners** had been reduced. He claimed,

“Internationals and foreigners run the industry. So, a local person can’t be running their facility and activities. Normally, we are the ones that are just managing or just working as your general staff.”

He had witnessed that many locals end up as managers or general staff because laws have not made it possible for many Batswana to run Tourism and Hospitality activities.

There is concern that the customary property rights of local people are poor, especially in terms of the rights of access to natural resources, even though Botswana has made substantial progress in constructing a regulatory framework supportive of the developing tenure system on natural resources (Kgathi *et al.*, 2011:133-134).

Global wars have had unplanned consequences on operating enterprises because of the interdependencies of global trade. Participant 2 explained as follows,

“I am talking about the macro-environment's economic, social, and political environments. They have an impact on our business. A good example is the recent Ukraine-Russian war. We can feel it here in Botswana. We can feel it right away despite the distance.”

The war between Ukraine and Russia is unavoidably impacting the costs of local resources due to constraints on importing things like oil and grain from that region. This means that the conflict between Ukraine and Russia has significantly affected the economy of the area and the entire world, mostly through gas prices and inflation (Ratten, 2023:265-266)

5.4.6.2.6 Corruption

Corruption is defined as the use of public office for personal gain, or the use of an office holder's official position, rank, or standing for the profit of the individual (Myint, 2000:35). High levels of poverty along with high and rising unemployment rates, poor governance, weak constitutions, political instability, and low economic development are the only factors driving corruption in Africa (Mlambo *et al.*, 2019:39). Corruption negatively affected the participants, and they specified these as ways in which they were impacted; associates lack honesty, established businesses corrupt, established businesses use you as a pawn and businesses exercising fronting. Mlambo *et al.* (2019:40) found that greed, the decline in morals and ethics, self-enrichment, poverty, ethnic loyalties, unemployment and socio-economic conditions have propelled corruption in Africa. The

codes and related quotations from the participants are displayed in Table 5.59 which continues on the next page.

Table 5.59: Corruption challenges codes and quotations

Codes	quotations
Associates lack honesty	Participant 1: "Like we touched it earlier on. One of the business associates. Unfortunately for me, I got involved with those who had already established themselves, and you find it as they have already established themselves, and they tell you now come here. We can use your company. You will get a good deal, yet they are not honest with you. You get the point. So the core issue here is honesty with the associates."
Established businesses use you as a pawn. Established businesses corrupt	Participant 1: "They will tell you let's do it with your company, yet they know behind their backs they have already arranged they are using you as a pawn. You put all your effort in tendering to get all the right prices, yet they have already, as I said, corrupted the person inside."
Businesses exercising fronting	Participant 01: "Once you leave that youthful stage of being a small business owner, you are doomed. So, you have to be on your own. That's why now, that's where corruption breeds because now they know they must survive. It becomes a problem for the government because people will now give it to those who qualify according to the regulations. They will be giving them their companies, and apparently, fronting becomes a problem for the government. Now fronting becomes a problem because. If you have a son or nephew, you have to give the company to that person ."

Participant 1 raised several issues concerning corrupt activities related to business associates. Firstly, it was about **lack of honesty**. He said,

“Like we touched it earlier on. One of the business associates. Unfortunately for me, I got involved with those who had already established themselves, and you find they have already established themselves, and they told you, now come here, we can use your company. You will get a good deal, yet they are not honest with you. You get the point. So the core issue here is honesty with the associates.”

Participant 1 got into deals with some established businesses eager to use his company to cut deals in which he would also benefit. He realized that these **associates were not being honest** with him. Everything was meant to benefit them. According to Dictionaries (2023), a dishonest person is disposed to lie or cheat. The person is crooked or corrupt. Evidence of such corrupt behaviour is apparent in what Participant said below,

“They will tell you let’s do it with your company, yet they know behind their backs they have already arranged they are using you as a pawn. You put all your effort in tendering to get all the right prices, yet they have already, as I said, corrupted the person inside.”

Like in the preceding situation, he was **being used as a pawn** in that his company tendered for a government job in which the associates had already arranged with a key employee to win the tender. Most of the benefits of winning the tender accrued to the associates, not him; hence, he decried the effort unnecessarily put into winning the tender. The associates exploit opportunities created by the tendering process, often driven by the notion that they won’t get caught. Those opportunities are normally facilitated by poor administration oversight(s), weak internal controls and misuse of power(Mlambo *et al.*, 2019:44). As a result, they bribe the inside official. Bribery is providing a favour to improperly influence a decision or action (Nations, 2004). Participant 1 concluded that most of the **established companies are corrupt**.

The last thing about corruption Participant 1 complained about is **fronting**. He talked about it as follows,

“Once you leave that youthful stage of being a small business owner, you are doomed. So, you have to be on your own. That’s why now, that’s where corruption breeds because now they know they must survive. It becomes a problem for the government because people now will be giving those qualifying according to the regulations. They will be giving them their companies, and apparently, fronting becomes a problem for the government. Now fronting becomes a problem because if you have a son or nephew, you must give that person the company.”

When you are a youthful entrepreneur in Botswana, you can participate in special group tenders from the government. This means that those entrepreneurs who are not youths cannot participate in such tenders but can be motivated to use youthful sons or relatives as owners of their companies to ensure continued participation. In this instance, again, opportunities are being created to execute corrupt activities, namely fronting. Fronting is employing a person, organization, or item to conceal the genuine controlling agency's identity, nature, or behaviour (Dictionary, 2002).

5.4.6.2.7 Inflation challenges

Inflation will result from a rise in the money supply, which will raise the cost of goods and services (Kurniasih & Kartika, 2020:46). Every resident with a low or fixed income will feel the burden of inflation, which is so detrimental to both the government and the community itself that people’s desire to spend something will decrease (Yanescha, 2022:331). The participants also felt the pinch of inflation and cited **shooting up prices** as an issue of concern in sustaining businesses. Participant 1 said the following,

“That one goes back to the politicians and all that stuff. Because inflation has become an issue, you must legislate on it. Like, with the recent one, did you see how things were? And instead of trying to assist now VAT, everything is going up, and then the inflation, prices shoot up. Now you see, it’s killing the business.”

According to the participant, politicians must legislate against inflation as prices increase uncontrollably, killing businesses. Yanescha (2022:331) agrees with the suggestion since each nation, as managed by the central bank, has a plan to constantly control inflation at a low and steady level. Demand and supply can contribute to inflation. Thus, the policy approach should consider both factors (Kurniasih & Kartika, 2020:47).

5.4.6.2.8 Technology

Technology is the creative creation of new instruments, particularly conceptual and ideational ones, to address challenging problems (Innis, 2003). This creation of new instruments for addressing business and organizational challenges has brought challenges to the recycled entrepreneurs, and Participant 1 was worried as he said,

“The prices have risen; it’s not even being produced because ICT is developing fast. Then you find they have copied and pasted something no longer in use. They are not even aware of what they want. They look at the printer’s name instead of quoting or requesting a toner while giving you the details for the machine. So now you have to act as an advisor to the person you want to supply now. And most of them don’t take kindly to that; they don’t take kindly to that.”

His problem was that some government departments were not current on the products they wanted due to **ever-changing technology**. The supplier, or the recycled entrepreneur, provided advice that was sometimes taken grudgingly. From his experience, such interactions were not good for future business relationships when the supplier exposed the government employees’ ignorance. For instance, incremental innovations, as their name indicates, are upgrades to current systems and processes. They typically call for expanding or adapting already-existing capabilities (Küng, 2013:10), which the government departments may not be doing, thus leading to challenges with suppliers.

This section on the entrepreneurial ecosystem discusses two categories of ecosystem: benefits and challenges. Ecosystem benefits focussed on how the actors and institutions in the ecosystem influenced the sustenance of recycled entrepreneurs' businesses and benefits derived from the local resources. The ecosystem challenges dealt with funding, competition, supply and demand, government, mentorship, politics, corruption, inflation and technology. Due to the frequency of being talked about during the interviews, funding seemed to be a significant challenge in the ecosystem, followed by competition.

The next discussion is on the impact of the participants' decisions in sustaining their businesses.

THEME 7: SUSTAINABILITY DECISIONS IMPACT

DISCUSSION ON THE IMPACT THE PARTICIPANTS' DECISIONS IMPACTED THEM AND OTHERS IN THEIR DESIRE TO SUSTAIN THEIR BUSINESSES AND LITERATURE INTEGRATION

Research question 7: Considering that you are a participant in the entrepreneurial ecosystem, how do your actions and decisions in sustaining businesses affect your life and others?

The theme attends to the seventh research question in which participants were asked to reveal how their actions and decisions in sustaining businesses affected their lives and those of others.

Table 5.60 which continues on the next page, illustrates the theme, categories, sub-categories, and related codes from the 12 interviews.

Table 5.60: Sustainability decisions impact theme, categories, sub-categories, and codes

Theme	Category	Sub-category	Sub-sub category	Codes
Sustainability decisions impact	To self	Positive benefits	Impact on relations	Family benefits (6)
				Business success =social life improvement (1)
				Networks enable relaxation
				Like the independence
			Impact on health	Health improvement (7)
				The standard of living goes up (5)
				Sustain business it sustains you (5)
				'Feel good" satisfaction (3)
				Exercise regularly (1)
				It's motivating (1)
				Challenges help you grow (1)
				Feel so powerful
				Listen to motivational clips.
				It is give and take
		Negative benefits	Impact on health	Stress and burnout (14)
				Anxiety (10)

				overwork
			Impact on relations	Family suffers (8)
				Social life suffers (4)
				Leisure time is less.
	To others	Positive benefits		Benefits the survival and social life of employees (9)
				Employee family benefits (7)
				Inspired young ladies (5)
				Corporate social responsibility (2)
				Educate employees (2)
				Shape activities of others (2)
				Assisted others financially (1)
				Act as advisor (1)
				Create employment
				Preservation of ecosystem
		Negative benefits		Clients affected by high prizing (2)
				Friendships ruined (2)
				Employees overwork (1)
				Employee family suffers
				Affects employee health

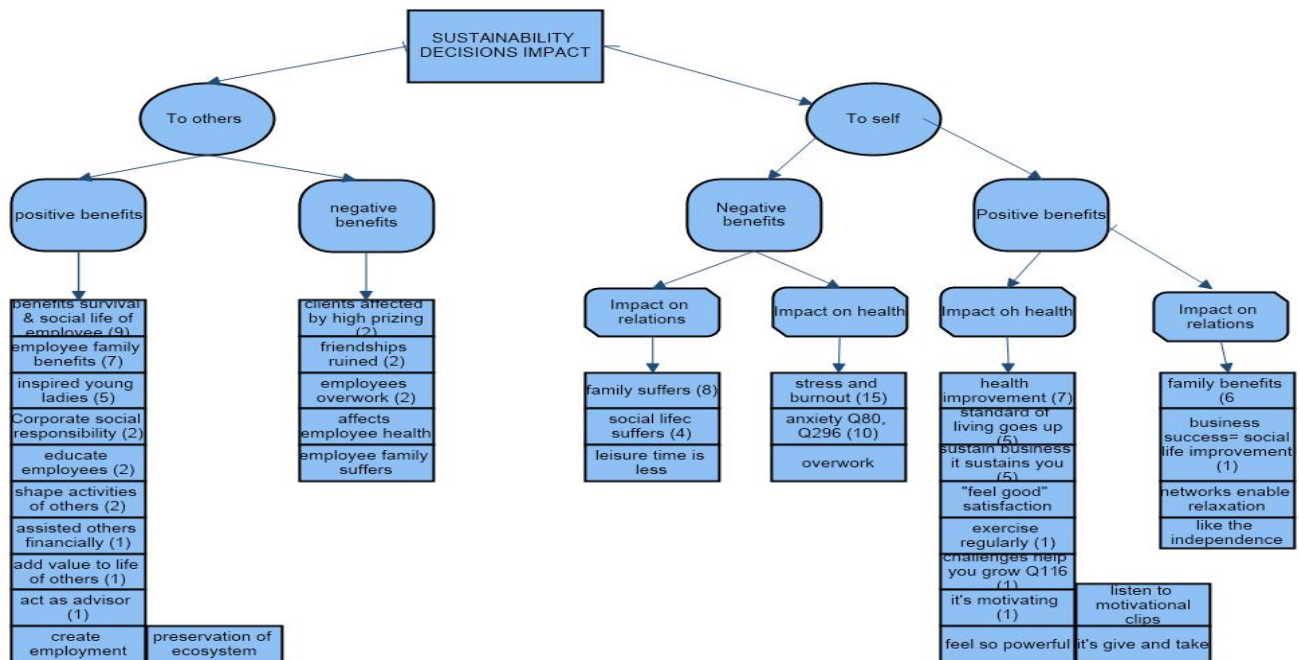
5.4.7 SUSTAINABILITY DECISIONS IMPACT THEME

This section discusses how the actions and decisions of the recycled entrepreneurs in sustaining businesses affected their lives and those of others. Some secondary sources said the following on the issue of interest in this section.

According to Onyali (2014), a triple-bottom-line SMME seeks to profit from different clients, not endanger or exploit any category amongst them by, for instance, not using child labour and monitoring all contracted companies for the use of child labour, would remunerate employees fairly, would keep a secure and healthy work atmosphere and bearable labour time, and would not in any way take advantage of the society or its workforce. This suggests that entrepreneurs should keep healthy associations with their employees (Akram *et al.*, 2016:124) and society. Torrès *et al.* (2022:717), in investigating the risk of burnout in French entrepreneurs during the COVID-19 crisis, found that burnout increased during the pandemic and that the threat of bankruptcy was the dominant threat. They further noted that an increasing number of studies in the entrepreneurship literature indicate that entrepreneurs' mental health influences their activities and the growth and sustainability of their ventures.

Figure 5.8 provides information on what the participants said and how their decisions affected them and others in operating and managing sustainable businesses.

Figure 5.8: Sustainability decisions impact network diagram



5.4.7.1 Impact on self

The decisions made by the participants to achieve sustainability had both positive and negative impacts on their being in terms of their health and relations. The discussion will start with the positive benefits on their health followed by positive benefits on their relations. A similar pattern will be followed in discussing the negative aspects.

5.4.7.1.1 Positive health benefits

The research uses the term "health" to describe both physical and mental well-being, as well as the physiological and physical state of the body and fundamental cognitive processes (Shepherd & Patzelt, 2015:22). The participants identified these codes as positive health benefits they derived from making sustainability decisions of their enterprises; health improvement, standard of living goes up, feel so powerful, its motivating, exercise regularly, challenges help you grow, 'feel good' satisfaction, and

sustain business it sustains you. The codes are in Table 5.61 with the related statements made by the participants.

Table 5.61: Positive health benefits codes and quotations

Codes	quotations
Health improvement	Participant 1: "Actually, it's like a give and take. If the business succeeds, then your social life is going to improve as well. Health-wise, you are improving."
The standard of living goes up.	Participant 8: "I, for one, my quality of life has improved. I am no longer eating garbage. I am sorry to use that expression. I am talking for myself. When I go home, the food that is prepared is fresh. I know how it was prepared and where it is coming from." Participant 1: "Obviously, it's a good thing if the business succeeds, then automatically your standard of living also goes up."
Feel so powerful	Participant 9: "And also myself, I feel so powerful kkkkk"
It's motivating	Participant 6: "And also seeing guests visiting the property is also motivating for me".
Exercise regularly	Participant 6: "Look, personal health is important for me as an entrepreneur. So I take it very seriously and exercise regularly to ensure that I am physically able to meet all the challenges I encounter while running the business".
Challenges help you grow.	Participant 5: No, it is somehow, but those challenges help you grow. Those challenges help you to become a better manager.
'Feel good' satisfaction.	Participant 8: "And at a personal level, it gives me this, I would say "feel good". That satisfaction of what I am doing."
Sustain business. It sustains you	Participant 1: "The benefit of the business is you can transact directly from your business account to pay for your medical bills. You see how valuable the business is. Your life as well. You see. It's a reciprocal thing."

According to the participants, when the business succeeds, your **health also improves**. It's a give-and-take situation. Participant 1 claimed,

"It's like a give and take this thing. If the business succeeds, your social life will improve as well. Health-wise, you are improving."

He says there is a relationship between his business and social life. If the business is doing well, that positively impacts his health and social life. By implication, this might mean that the more you make good decisions for the sustenance of the enterprise, the more chances you have of improving your health and social life. The entrepreneur's health may also be central to the enterprise's success. According to recent studies, entrepreneurs' physical and mental health may impact their ability to succeed in business (Hatak & Zhou, 2021:18). This, therefore, the entrepreneur's health is initially pivotal to the business's success. When the business succeeds, that positively impacts the entrepreneur's mental and physical well-being. Business owners with better physical and mental health should have more financial and non-financial success (Hatak & Zhou, 2021:21). The business's success is critical to the entrepreneur's well-being, as further asserted by Participants 8 and 1. Participant 8 said,

"I, for one, my quality of life has improved. I am no longer eating garbage. I am sorry to use that expression. I am talking for myself. When I go home, the food that is prepared is fresh. I know how it was prepared and where it is coming from."

According to him, the **standard of life goes up** if one achieves business success. According to the systems approach, a business's successful start-up and ongoing operations will improve entrepreneurs' overall quality of life (Marcketti *et al.*, 2006:242). Some of his benefits from the business include eating healthy food cooked from his fresh produce. Participant 1 also conceded that the success of the business results in a higher quality of life as he said,

"It's a good thing if the business succeeds, then automatically ..your standard of living also goes up."

Accordingly, Participant 9 claims that the business's success also makes the recycled entrepreneur **quite powerful**, a psychological feeling indicating the entrepreneur's good health status.

“And also, myself, I feel so powerful kkkkk”

She was relaxed and filled with laughter when she said so, indicating that she had probably achieved some of her goals in life through sustaining her business. One of her goals could have been to be powerful. However, even though power is frequently utilized in the social sciences and fields connected to management, researchers seldom employ a power lens while studying entrepreneurship (Audretsch & Fiedler, 2023:1574). Still, power has a transformative capacity, and various actors, including entrepreneurs, can utilize various forms of power. The researchers say that marketing, organizational behaviour, and finance are also based on how organizations may get and maintain adequate power to accomplish and maintain a great performance (Audretsch & Fiedler, 2023:1174-1175).

In line with the standard of life improvement, Participant 8 believed making fruitful sustenance decisions gave him that **‘feel good’ satisfaction**.

“And at a personal level, it gives me this, I would say “feel good”. That satisfaction of what I am doing.”

He attributed his feeling of satisfaction to the successful sustenance decisions he was making. More fulfilling outcomes and improved life quality are produced as a result of better management and decision-making (Marcketti *et al.*, 2006:244). Participant 6 claimed that satisfaction is motivating,

“And also seeing guests visiting the property motivates me”.

Participant 6 asserts that **it's motivating** to see that his sustenance decisions were bearing fruit, as indicated by the guests visiting his property. The entrepreneur's perception of their overall situation, including personal fulfilment, social recognition and

contribution, goal achievement, life satisfaction, and family-business balance, is positively correlated with the number of employees and customers, as well as with the business's survival and continuation (Ephrem *et al.*, 2021:3). It should be true therefore that when you sustain the business it, in turn, sustains you albeit that this study may not have enough grounding for stating that. Participant 1 seemed to confirm that by categorically stating that the business can pay for your health,

“The benefit of the business is you can transact directly from your business account to pay for your medical bills. You see how valuable the business is. Your life as well. You see. It’s a reciprocal thing.”

The consistent statement by the participants and secondary sources is that if you sustain the business, it **sustains you**. Entrepreneurship has many advantages, such as improving one's quality of life and helping the community (Marcketti *et al.*, 2006:256).

While it seems accepted from what was being discussed in the preceding paragraphs that if you sustain the business, it supports you, the personal health of the entrepreneur can also be sustained by **exercising regularly**. The point is that the entrepreneur's health enables him to sustain the business. To that effect, Participant 6 argued,

“ look, personal health is important for me as an entrepreneur. So, I take it very seriously and exercise regularly to ensure I can physically meet all my challenges while running the business”.

For example, small businesses whose owners engaged in physical exercise like running were associated with improved sales performance(Jones *et al.*, 2020).

Lastly, on the positive health benefits of making sustenance decisions, Participant 5 felt their challenges helped them grow.

“No, no, it is in some way, but those challenges help you grow. Those challenges help you to become a better manager.

In agreement, Bhaskar *et al.* (2022:3878) think that to overcome issues and make SMMEs successful, entrepreneurs must learn to handle the issues.

5.4.7.1.2 Positive relations benefits

The recycled entrepreneurs indicated how their sustainability decisions impacted relations with other parties, especially the family and friends. How two individuals or groups feel and act toward one another defines their relationship (Dictionaries, 2023). The recycled entrepreneurs had close connections with their families and employees. The study noted the positive benefits of the recycled entrepreneur's relationships from making sustainable decisions: family benefits, business success equals social life improvement, and the network enables relaxation and independence. Entrepreneurship frequently spurs good social change by introducing ground-breaking commercial or social innovations that improve societal welfare (Wiklund *et al.*, 2019:580). Table 5.62 which continues on the next page, reflects the codes and statements from the entrepreneurs on how the sustainability decisions positively impacted relations.

Table 5.62: Positive relations benefits codes and quotations

Codes	quotations
Family benefits	Participant 3: "Even As breadwinners, some of them(facilitators) have been paid a lot, and when they do work for us, they receive, and when they receive from us, their family also benefits."
Business success equals social life improvement.	Participant 1: "Actually, it's like a give and take. If the business succeeds, your social life will also improve."
Network enables relaxation	Participant 1: "So, we do socially do a lot of networks, to be able also to relax, and also in the same process learn how things are done elsewhere".
Like the	Participant 11: "Yes, I think about working for someone else, but being

independence	in control and in charge of your time positively impacts your health. In terms of your life, you can be around family more than when you are stuck somewhere in someone's office".

According to Participant 3, the families of the employees they engaged benefitted from what they paid them.

"Even As breadwinners, some of them(facilitators) have been paid a lot, and when they do work for us, they receive, and when they receive from us, their family also benefits"

It is not only the employee who benefitted from the sustainability decisions made by the recycled entrepreneurs but also the family, who enjoyed what the employee was paid. The participant was quite confident about that. It was possible that employees were paid a lot due to their high commitment to the organization's strategies, and they, in turn, looked after their families well. Committed people put in the time and effort necessary to fulfil their professional commitments and obligations to their families, friends, communities, and religion(Vance, 2006:4).

That **business success equals social life improvement** has been dealt with in section 5.4.7.1.1 (p. 518) and needs no further discussion in this section.

According to the participants, networking facilitated a lot of relaxation as people interacted and shared information and concerns. Participant 1 had the following to say about that,

"So, we socially do a lot of networks to be able to relax and also, in the same process, learn how things are done elsewhere."

Participant 1 was happy to inform the researcher that the network that they do for business also enabled them to relax as they learned how things are done elsewhere. Organizational interventions like work redesign are rarely provided regarding stress reduction or management strategies; relaxation techniques are typically used instead

(Wells, 2013:340). According to the participant, **networking enables relaxation**. Thus, one of the relaxation techniques used by the participants was networking.

The participants also felt that being independent and making decisions enables one to be around the family more than when employed. Participant 11 claimed the following about being independent,

“Yes, I do think about working for someone else, but being in control and in charge of your time has quite a positive impact on your health. In terms of your life, you can be around family more than when you are stuck somewhere in someone’s office”.

According to the participant, being independent ensures one can make one's own decisions without interference from anyone while also accommodating quality time for the family. As a result of the argument, Participant 11 felt he **liked the independence**. Some people have suggested that the demand for autonomy and self-direction drives their interest in working for smaller businesses (Chinyamurindi & Shava, 2019:4). The autonomy allows entrepreneurs to make sustainable decisions incorporating quality life with the family.

5.4.7.1.3 Negative health benefits

Participants articulated some health challenges from their sustainability decisions when running their enterprises. They indicated stress and burnout, overworking and anxiety as some of the health challenges they confronted. Nisa *et al.* (2023:369) concur that entrepreneurs usually experience high stress, uncertainty, and financial strain levels due to the significant time, energy, and resource commitment required to develop and maintain a firm. The recycled entrepreneurs made different statements on the negative health benefits they endured.

Participant 2 explained how the African business model ensured the enterprise operated with a limited workforce that harmed the entrepreneur's health.

“Remember the African model of businesses, my brother. Africans are not like the Western model. We run businesses on our own, and resources limit us. You end up multi-tasking yourself- you are the HR manager, marketing manager, operations and production manager, and that kind of pressure you put on yourself has health effects in terms of stress and burnout.”

According to Participant 2, recycled entrepreneurs work with limited resources, forcing them to multi-task to ensure the sustainability of their enterprises. The downside is the **stress and burnout** they experience due to the pressure they exert on themselves to achieve business sustainability. It may be incredibly difficult and stressful to start and maintain a business. Entrepreneurs may be under financial strain while managing staff, dealing with clients or customers, and navigating shaky economic or market situations. Burnout, anxiety, and despair may result from the demanding atmosphere (Nisa *et al.*, 2023:370).

Participant 12 stressed further that they suffered because they often **overwork**, and he stated,

“Health-wise, again. We sometimes overwork beyond the normal working hours”.

He pointed out that they sometimes worked beyond normal hours to achieve sustainability, which probably resulted in little time for rest. One of the causes of this may be the hustle culture, which is the continual pressure to look professionally engaged and in which one's job commitments take up the bulk of one's time and energy (Balkeran, 2020:1). In this culture, sacrificing one's physical, emotional, and mental health for as little sleep as possible and working so hard that you forget to eat is frequently commended (Bregman, 2019). Participant 10 indicated that even when going for check-ups, the most important check should be on mental health, and he argued,

“But it is quite important because nowadays people when you go for check-ups, we know mental health. Get to talk to them; they can understand your fears, your anxiety, and they work towards all those.”

According to the participant, medical practitioners need to understand their fears and **anxiety** so that they can work on those. Due to their frequent control over all business-related decisions, entrepreneurs and other business people frequently experience anxiety. Large quantities of money are frequently involved, as well as months of preparation, years of effort, and periods of failure(Bregman, 2019).

5.4.7.1.4 Negative relations results

The recycled entrepreneurs' desire to achieve sustainability also affected their immediate relationships with the family. They claim family suffers, social life suffers, and leisure time is less. Mental health issues concerning their business can impact entrepreneurs' relationships, families, and general well-being (Bregman, 2019). Participants were able to specify how their immediate relationships were affected negatively. '**Family suffers**' was the most frequently highlighted concern to which Participant 10 explained,

"It can affect family life as well. You can imagine maybe we are just having fun, or it's a birthday function during the day; I am called, then I have to leave to go and attend to the client."

He gave a very good example of a situation where they are having a birthday function for a child or the wife, and he is called to attend to a client. The significance of the birthday may be lost due to his absence. Wiklund *et al.* (2018:196) say that having a partner who is an entrepreneur is typically emotionally taxing because of the uncertainty around revenue levels and the future viability of the firm, affecting the family and causing family issues to feed back into the business. Further, the social life of the entrepreneur can be affected negatively because of the desire to sustain the business, and to that end, Participant 9 explained,

"how it affects my life is this: I am still very young, so I spend a lot of time focusing on my business and not having a social life. Friends left. There was no time for friends. It was just all about business. On weekends, I am there, trying to find opportunities, trying to tender. During the week, I am there running around. I

am knocking on doors. At night, I am not sleeping. I am on the internet. I am trying to research to find things.”

The young female entrepreneur explained that her **social life suffered**. There was no time for friends as she worked throughout the week and at weekends. She also had sleepless nights as she was preoccupied with thoughts on achieving sustainability. Lack of social support can hurt an entrepreneur's mental health and well-being because entrepreneurship can be a lonely road (Nisa *et al.*, 2023:376). The poor social life may imply that even **leisure time was less**. Participants had the following to say about leisure time.

“my leisure time is less; my family time is less because of the business that I want to grow to the standards of going international.” Participant 7

In line with the ambitions of the recycled entrepreneur to go global, Weinberger *et al.* (2018:1) think that one important factor affecting entrepreneurs' inventiveness the next day may be how effectively they can recuperate from their demanding employment after work. Interestingly, Weinberger *et al.* (2018:2) suggest that as entrepreneurs age, they spend less time thinking about work-related issues in their free time, which might help explain why older entrepreneurs seem less innovative.

5.4.7.2 Sustainability decisions impact on others

The recycled entrepreneurs made sustainability decisions that impacted others they interacted with. The impact they caused was both negative and positive. The discussion commenced with the positive benefits and then the negative ones.

5.4.7.2.1 Positive benefits to others

The entrepreneurs cited the following as positive benefits to others that resulted from decisions taken by the entrepreneurs for the sustainability of their businesses: benefits survival and social life of an employee, employee family benefits, inspired young ladies,

corporate social responsibility, educating employees, shape activities of others, assist others financially, add value to the life of others, act as an advisor, create employment and preservation of the ecosystem. Zahra and Wright (2016:29) admit that entrepreneurship is key to achieving social, technical, and economic progress. The codes and related statements made by the participants on benefits others obtained due to their sustainability decisions are reflected in Table 5.63 which continues on the next page.

Table 5.63: Sustainability decisions benefit others' codes and quotations

Codes	quotations
Benefits of survival and Social life of an employee	Participant 2: "I was listening to the news on France24 this morning. It's pathetic. So if such similar things happen to us, your actions on your business directly impact the survival and social life of the people you employ. Imagine 5 000 jobs have been lost, 5 000 families are now going to suffer just because of the actions of the founder. And that's typically how one's life can affect the lives of those they lead".
Employee family benefits	Participant 3: "We paid the facilitators. Even as breadwinners, some of them(facilitators) have been paid a lot, and when they do work for us, they receive, and when they receive from us, their family also benefits."
Inspired young ladies	Participant 9: "By the way, I should have mentioned this also in how it has affected others. I found that I have inspired a lot of young ladies because this is an industry that most young ladies don't think they can venture into. So when they see me going out there, and I have been on magazine covers, I have been on TV interviews, I have been in newspapers, so people are always so curious about why I came into this industry and how I am coping in it. I noticed that it inspired other young women to say wow, if she can do it, I can do it. So we have more young ladies who are construction entrepreneurs entering the industry because of me."
Corporate	Participant 10: "Yes, and when you are running a business, when you

social responsibility	get returns, you must not forget the society you live in. You can have sort of a like to say after every six months I will go to SOS, buy some cups or identify someone who is, who has got a, who are not living a good life or who are not, who are disadvantaged and you help them”.
Educate employees	Participant 12: “This will be a visible mistake whereby everyone is aware kgore (that) this is what has happened, and you need to educate on the repercussions of this. As an organization, what is the impact that this can cause? So that needs to be, to be known by everyone who is working for this organization kgore (that) ooh this is what will come out of we don’t do well our job”.
Shape activities of others	Participant 2: “But basically, how we plan ourselves also shapes other players in the industry. But of course, the idea is to contribute positively to the economy, socially and economically to the economy of this country, SADC, the region, and globally”.
Assist others financially	Participant 1: “Imagine you assist somebody like, in my case, the worst experience I have ever experienced. There was a friend of mine; I assisted that person not once but on about 3-4 occasions. They were getting good deals. Now they were the profits and coming back to me, can you assist, borrow me money. You lend them some money, and they eat the profits. When another job comes, they come back to borrow again, you see”.
Add value to the lives of others.	Participant 8: “But specific to the question, you know, affecting the lives of my life and those of others- it has helped positively. Be it from a health or financial perspective, be it from whatever, even when you socialize with people, when they see you, they see somebody who adds value to their lives”.
Act as advisor	Participant 4: “Exactly! Exactly! My education is my training. I am a business advisor myself because I have done business up to the masters level, and when I was working for the government, I attended some courses. One of them was a business advisory course. Where I was taught or trained to advise businesses.”

Create employment	Participant 5: "You, you are your boss. You create employment for people. You generate income for yourself and others and manage things on time."
Preservation of ecosystem	Participant 6: "Also, what we do is preserve the ecosystem in the Delta, ensuring that we are eco-friendly. We are not abusing the environment. We are selling it, which is okay. Out of other camps with the same type of hospitality, we are doing it as far as conservation is concerned."

The participants believed that their sustainability decisions **benefited the survival and social life of employees**, as articulated by Participant 2, who said,

"I was listening to the news on France24 this morning. It's pathetic. So, if such similar things happen to us, your actions on your business directly impact the survival and social life of the people you employ. Imagine 5,000 jobs have been lost, 5 000 families are now going to suffer just because of the actions of the founder. And that's typically how one's life can affect the lives of those they lead".

The Participant regretted a situation heard on France 24 news where a company founder made bad decisions that led to the loss of 5,000 jobs, impacting the employees and their families. The bigger picture is that the entrepreneur **created employment** that benefitted the employees and their social lives. Entrepreneurship is a notion of creating income and jobs, not merely thinking (Ngele, 2020:20). If a person is employed, they get paid, and that is income to the family, that is the **family benefits** as explained by Participant 3,

"We paid the facilitators. Even As breadwinners, some of them(facilitators) have been paid a lot, and when they do work for us, they receive, and when they receive from us, their family also benefits."

For the discussion on the same issue, reference can be made to section 5.4.7.1.2 (p. 505)on the benefits of positive relations. Through the process of employment and

developing products, entrepreneurs add value to other people's lives, as claimed by Participant 8,

"But specific to the question, you know, affecting the lives of my life and others- it has helped positively. Be it from a health or financial perspective, be it from whatever, even when you socialize with people when they see you, they see somebody who adds value to their lives".

According to the participant, recycled entrepreneurs have **added value to the lives of other people** health-wise, financially, and socially. Korsgaard and Anderson (2011:26) accept the fact that entrepreneurship has an impact on people's lives and the economy on a social as well as an economic level. Still adding value to the lives of others, recycled entrepreneurs claim they **shape the activities of other players** in the industry. Participant 2 said,

"But basically, the way we plan ourselves also shapes other players in the industry. But of course, the idea is to contribute positively to the economy, socially and economically to the economy of this country, SADC, the region, and globally".

Participant 2 explained that while they contribute economically and socially through the sustenance of their enterprises, they shape the lives of others locally, regionally and globally. By introducing novel goods, techniques, and manufacturing processes to the market and enhancing overall productivity and competitiveness, entrepreneurial activities may impact a nation's economic performance (Kritikos, 2014). Similarly, recycled entrepreneurs contribute to society through **corporate social responsibility**.

"Yes, and when you are running a business, when you get returns, you must not forget the society you live in. You can have sort of a like to say after every six months I will go to SOS, buy some cups or identify someone who is, who has got a, who are not living a good life or who are not, who are disadvantaged and you help them". Participant 10

Participant 10 proudly claimed that when they get their financial returns, they do not forget the society they are operating in and contribute to the causes of the disadvantaged. This is another aspect of adding value to the lives of others. Corporate social responsibility is accepting accountability for the company's deeds and encouraging a favourable impact through its activities on the environment, customers, employees, communities, stakeholders, and all other members of the public who may also be considered stakeholders (Tai & Chuang, 2014). Below is another dimension to it.

“Imagine you assist somebody like, in my case, the worst experience I have ever experienced. There was a friend of mine; I assisted that person not once but on about three to four occasions. They were getting good deals. Now they were the profits and coming back to me, can you assist them, lend them money? You lend them some money, and they eat the profits. When another job comes, they come back to borrow again, you see”. Participant 1

Participant 1 was bemoaning a situation where he had **assisted** others who regrettably failed to manage their finances well and were eating the profits. Korsgaard and Anderson (2011:2) contend that social value is produced at different centres and levels, ranging from individual self-realization to community development to wide societal influence. The authors claim that economic growth is not the only significant consequence of entrepreneurship. Participant 4 had his way of creating social value.

“Exactly! Exactly! My education and training are because I am a business advisor myself. After all, I have done business up to the master’s level, and when I was working for the government, I attended some courses. One of them was a business advisory course. Where I was taught or trained to advise businesses.”

Participant 4 did some training at school and work relevant to what he was doing as an entrepreneur. He found himself helping others as **an advisor**. In the same spirit but focused on employees, Participant 12 **educated his employees** on conducting their work activities more effectively.

“This will be a visible mistake whereby everyone is aware kgore (that) this is what has happened, and you need to educate on the repercussions of this. As an

organization, what is the impact that this can cause? So that needs to be, to be known by everyone who is working for this organization kgore (that) ooh this is what will come out of we don't do well our job".

The participant spoke a mixture of his mother tongue and English. Participant 9 boasted of her influence on other young would-be female entrepreneurs of Botswana when she said,

" By the way, I should have mentioned this also in how it has affected others. I found that I have inspired a lot of young ladies because this is an industry that most young ladies don't think they can venture into. So, when they see me going out there, and I have been on magazine covers, TV interviews, and newspapers, people are always so curious about why I came into this industry and how I am coping with it. And I noticed that it inspired other young women to say wow, if she can do it, I can do it. So, we have more young ladies who are construction entrepreneurs entering the industry because of me."

There are now more female entrepreneurs in the construction industry through her inspiration. In addition, recycled entrepreneurs have contributed positively to being eco-friendly.

"Also, what we do is preserve the ecosystem in the Delta, ensuring that we are eco-friendly. We are not abusing the environment. We are selling it, which is okay. Out of other camps with the same type of hospitality, we are doing it as far as conservation is concerned". Participant 6

The above citation indicates that recycled entrepreneurs are cautious about how they impact the environment. They **preserve the environment**. Green entrepreneurs succeed in achieving environmental and business objectives that have an impact on sustainable development (Alwakid *et al.*, 2021:1).

The next section discussed the negative impact of sustainability decisions on others.

5.4.7.2.2 Negative impact of sustainability decisions on others

Recycled entrepreneurs affected others negatively in the sustainability decisions they made in the form of clients being affected by high pricing, ruined friendships, overworked employees, employee health affected, and employee family suffering. Zenovia and Maier (2011:973) agree that the instability of a regular salary means fewer perks. At the same time, the firm is new; long work hours, the amplification of errors, and the requirement that only one person make all choices are some of the negative effects of entrepreneurship. The codes and statements made by the entrepreneurs on the impact of sustainability decisions on others are in Table 5.64.

Table 5.64: Sustainability decisions' negative impact on others' codes and quotations

Codes	quotations
Clients being affected by pricing.	Participant 7: "It affects many people, especially regarding charges. Our clients are stressed. You don't want to lose the customer; the customer wants to pull you down. So you have to be neutral to these situations."
Friendship being ruined	Participant 7: "When it comes to friends – friends would want to have time with you, but you don't have the time, and some want favours from you but can't do it, which will ruin the relationship. You can't work like you are in school."
Employees overworked Employee health affected	Participant 12: "Health-wise, again. We sometimes overwork beyond the normal working hours".
Employee family suffered	Participant 12: "Yes. So, this means the same. It had happened because of me, but them being late to go home is going to affect where they are from as well."

Participant 7 understood the impact of the **high prizes he charged** to achieve sustainability but felt he had to do what was good for the business and clients.

“You know, it affects many people, especially regarding charges. Our clients are stressed. You don’t want to lose the customer; the customer wants to pull you down. So, you have to be neutral in these situations.”

He advocated neutrality so the business was not brought down and the clients were not overly stressed. Pricing is the single evident aspect that generates revenue and indicates whether a product or service will succeed or fail (Al-Salamin & Al-Hassan, 2016:62). Participant 7 was also a serious business-minded person and said the following about friends.

“When it comes to friends – friends would want to have time with you, but you don’t have the time, and some want favours from you but can’t do it, which will ruin the relationship. You can’t work like you are at school.” Participant 7

He believed **friendships were ruined** because of making sustainability decisions. Favours and time with friends were sacrificed to achieve sustainability. Due to the desire to achieve sustainability, employees were overworked and health-wise **affected**.

“Health-wise, again. We sometimes overwork beyond the normal working hours”.

Participant 12

Bhuvanaiah and Raya (2014:66) claim that employee engagement levels, such as working too much, eventually lead to burnout, wherein motivation gives way to tiredness, effectiveness to inefficiency, and participation to cynicism. In the process, the **family of the employee suffers** due to the long hours at work and resultant health challenges. When job obligations make it difficult to pursue other interests, a crisis might occur, putting strain on those who are impacted (Tahir, 2022:2).

The next section discussed Theme 8, which is on the economic benefits made to the country by recycled entrepreneurs.

THEME 8: ECONOMIC CONTRIBUTIONS

DISCUSSION ON THE CONTRIBUTIONS THE RECYCLED ENTREPRENEURS MADE TO THE ECONOMY OF BOTSWANA IN OPERATING SUSTAINABLE BUSINESSES AND LITERATURE INTEGRATION.

Research question 8: Considering everything we have discussed thus far, you must be a proud contributor to the Botswana economy; please describe the contributions you have made so far in operating sustainable businesses.

The theme attends to the eighth research question, in which participants were asked to describe the contributions they have made so far to the Botswana economy by operating sustainable businesses.

Table 5.65 which continues on the next page, illustrates the theme, categories, sub-categories, and related codes from the 12 interviews.

Table 5.65: Economic contributions' theme, categories, sub-categories, and codes

Theme	Category	Codes
Economic contributions	Food security	Supply vegetables (1)
	Economic growth	Grow economy (3)
		Pay tax (11)
		Tourism growth
		Cross-border trading (1)
		Selling at competitive prices
	Construction	Building schools
		Creating housing
	Employment creation	Create employment (8)
	Transport	Transport provision (2)

	C.S. R	Corporate social responsibility (5)
	Role model	Good citizenship (2)
		Example to others (2)
		Changing youth mindset (2)
	Training	Training citizens (14)
		Business consultancy (3)

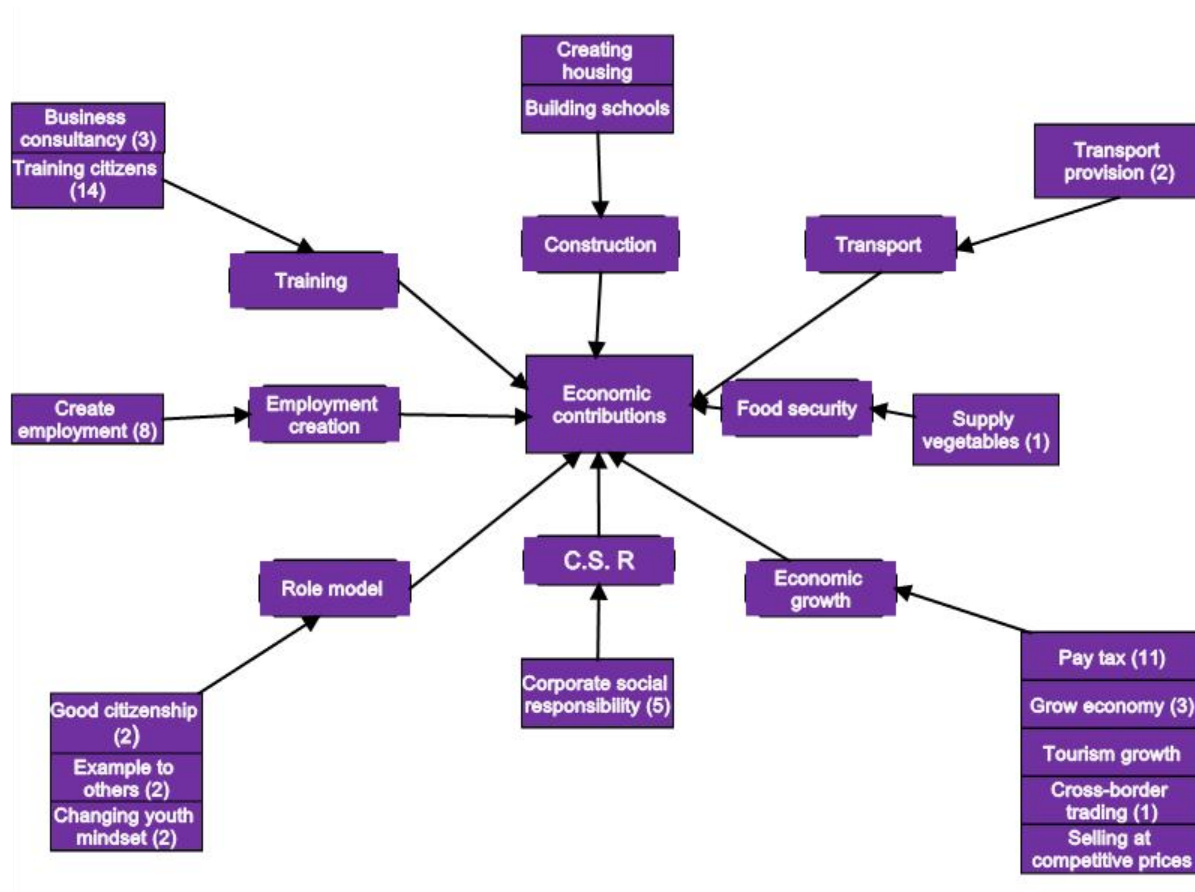
5.4.8 ECONOMIC CONTRIBUTIONS' THEME

This section discussed how the participants contributed to Botswana's economy by sustaining the businesses they operated and managed. The literature identifies some ways of contributing to the economy below.

Although theorists emphasize that the contribution of entrepreneurship to economic growth in developing countries should also be large, there is no empirical evidence to confirm these theoretical assumptions (Ivanović-Djukić *et al.*, 2018:258). Sautet (2013) further states that empirically, the impact of entrepreneurship on the development of less developed countries remains to be determined. Contrary to these arguments, Desai (2011) asserts that entrepreneurship is often credited with many positive changes in developing countries. At the very least, it is associated with job creation, wealth creation, innovation, and related welfare effects.

Figure 5.9 provides information on what the participants identified as contributions that they have made to the Botswana economy through sustaining their businesses.

Figure 5.9: Economic Contributions Network Diagram



5.4.8.1 Food security

Food availability, which includes assuring the supply of food through production, distribution, and exchange, and stability, which is the capacity to get food over time, are the two main aspects of food security (Bahar *et al.*, 2020:1). The recycled entrepreneurs maintained that by sustaining their agricultural enterprises they ensured **food security** in the country to which Participant 4 had the following to say,

“ I am (clears voice); you know our government is so concerned about food security. That we cannot produce our food in Botswana, and so on. So, I am proud because I am a player in food security.”

He claimed that the government of Botswana was concerned about food security, and he was happy to participate as a player in the food security sector. The concern by the

government is not misplaced because the number of people affected by hunger globally has been slowly on the rise since 2014 (UNICEF, 2020).

5.4.8.2 Economic growth

According to Roser (2023), economic growth is the rise in the amount of products and services produced by individuals for one another. Urbano *et al.* (2019:18) posit that different metrics of entrepreneurship and economic growth have been used in the publications they studied, and it has been concluded that entrepreneurship generally has a positive impact on economic growth. The participants cited these as contributing to economic growth, including food security, paying taxes, cross-border trading, selling at competitive prices, and tourism growth. According to contemporary economic theory, Sergi *et al.* (2019:4) assert that entrepreneurship drives economic growth. Table 5.66 which continues on the next page, shows the codes and what the participants said about those codes concerning their contribution to Botswana's economy.

Table 5.66: Economic contributions codes and quotations

Codes	quotations
Paying tax	Participant 10: “By paying tax. That one it’s... that one there is no negotiation about it (laughs)”. Participant 1: “Ooh, for obvious reasons, because I have never defaulted voluntarily regarding taxation issues. It was only on one occasion when I was starting that I couldn’t even know what to do, and then I got penalized. Still, I made sure that I sacrificed all I had left for the business to do what was good because I knew that money was not for me alone; it was for the benefit of the entire citizenry. You have to meet a taxation obligation. It’s for the benefit of the entire country”.
Cross border trading	Participant 2: “Even transport you can offer someone who is going to do their grocery in South Africa or Zambia, and this is also part of the African’s livelihood, remember—cross-border trade. So transport is not locally based but regionally”.

Selling at competitive prices	Participant 8: "I sell my products to Mr Veg. Mr. Veg has a continuous supply of vegetables. He knows he is not a producer. He knows I will continue running the vegetable and fruit retail business because people like Mr. ZZZZ produce regularly and sell to me competitively. And these are businesses that are flourishing. Not only flourishing, but they are now even opening new branches because of people like me."
Tourism growth	Participant 6: "We also host some of the corporates at the place, and what can we do as a local business? We don't shy away from the local market. In the history of this industry, there is a tendency to focus only on overseas, but we tend to promote even local travel tourism."

Most participants claimed they **pay tax** in Botswana, which is mandatory, and there is no way one can operate without paying tax.

"By paying tax. That one is that there is no negotiation about it " (laughs).

Participant 1

The participant laughed at the issue of paying tax because it is not negotiable. Mandatory it might be, but they are contributing to economic growth through it. Participant 1 seemed to be positive about paying taxes.

"I have never defaulted voluntarily regarding taxation issues. It was only on one occasion when I was starting that I couldn't even know what to do, and then I got penalized. Still, I made sure that I sacrificed all I had left for the business to do what was good because I knew that money was not for me alone; it was for the benefit of the entire citizenry. You have to meet a taxation obligation. It's for the benefit of the entire country". Participant 1

According to Participant 1, he never voluntarily defaulted on paying the tax. He only defaulted when he started and was not clear about what should be done. He understood the value of paying taxes as he knew that it would assist the government in meeting its obligations to the country. Taxes give governments the means to provide

public goods for their citizens and can be used to redistribute income from wealthy to poor citizens (Block, 2021:2).

Participant 2 claimed they were actively involved in economic growth by facilitating **cross-border trade**. He said,

“Even transport you can offer someone who is going to do their grocery in South Africa or Zambia, and this is also part of the Africans' livelihood, remember. Cross-border trade. So, transport is not locally based but regionally”.

His transport clients usually buy and sell across borders. Cross-border entrepreneurial activity may be viewed as a continuum, where small-scale home commerce may serve as a springboard for more significant entrepreneurial operations, with shuttle trade acting to raise cash for the business (Welter & Smallbone, 2008:1). The participants claimed that when they sell their products, they do so at competitive prices to ensure they stay in business.

“I sell my products to Mr Veg. Mr. Veg has a continuous supply of vegetables. He knows he is not a producer. He knows I will continue running the vegetable and fruit retail business because people like Mr. ZZZZ produce regularly and sell to me competitively. And these are businesses that are flourishing. Not only flourishing, but they are now even opening new branches because of people like me.” Participant 8

Due to their ability to produce and sell products regularly at **competitive prices**, other retailers they supply are assured of the commodities they supply and, as a result, have expanded their businesses. Although competitive pricing encourages company expansion, a lower price index can foster longer-term economic growth by boosting exports (Ravallion, 2013:9). The participants also claimed they **expand the domestic tourism market** by encouraging local clients to come and enjoy their products.

“We also host some of the corporates at the place, and what can we do as a local business we don't shy away from the local market. In the history of this

industry, there is a tendency to focus only on overseas, but we tend to promote even local travel tourism.” Participant 6

Unlike other Tourism and Hospitality businesses that focus on overseas clients, only the recycled entrepreneur had a different approach; he incorporated local clients in his program of activities. This boosted the domestic market. The most important component connecting entrepreneurship to economic growth is newness, attained through start-up formation, inventions, and competition (Carree & Thurik, 2010:567).

5.4.8.3 Construction

The participants contributed to the Botswana economy through their construction projects. Building things like homes, industries, roads, and bridges is called construction (Dictionaries, 2023). The participants said the following about their involvement in the construction industry.

“There is always a need for accommodation. Infrastructure is always needed, even for people who already have buildings and houses. They always want to change something, you know.” Participant 9

Participant 9 believed they would not fail to impact the economy because there is always a need for accommodation and infrastructure. Buildings and houses will require renovations, and they will attend to that. Khoso *et al.* (2017:491) state that if entrepreneurial information is widely distributed, there will be many business chances in the building industry. The participants' contribution is ongoing due to the creation of **housing and schools.**

“Creating housing is something that I feel is also a contribution to the community. And schools- I have had a project where I was doing a school, so it's also a milestone.” Participant 9

The participant was convinced that the projects she has done so far testify to her contribution to the Botswana economy. However, besides the contributions, Khoso *et al.*

(2017:497) argue that intense market competitiveness, difficult work hours, and the opportunity for risk make for risky entrepreneurship in the construction industry.

5.4.8.4 Employment creation

Astebro and Tåg (2015:1) argue that entrepreneurs are mostly responsible for the current change in employment. Decker *et al.* (2014:4) further claim that every joining start-up cohort contributes long-term to net employment creation. Participant 3 asserted that the recycled entrepreneurs did the following,

“In terms of employment, in terms of tax, and in terms of imparting knowledge.”

In addition to **job creation**, the participants claimed they pay taxes, as already discussed and impart knowledge. Imparting knowledge is executed through training.

5.4.8.5 Training

Training is learning skills for a particular job or activity (Dictionaries, 2023). Participant 11 made the following explanation about their **training contribution**.

I have been able to assist those customers in running their businesses. You really will be adding a lot of value to their businesses. I assist those customers in being compliant and warn them of non-compliance and the consequences. Generally, just walking through the businesses reinforces people's internal controls and makes their businesses sustainable.

The recycled entrepreneur was able to assist other businesses in being compliant with the necessary government submissions and helping them reinforce internal controls and sustainability through his business consultancy. Since they have access to a vast body of information that has been experimentally tested and is extremely diverse, business consultants function more effectively. Clients recognize them as "knowledge brokers" who perform this function (Creplet *et al.*, 2001:2).

5.4.8.6 Role models

The participants believed they were role models to some community members in what they were doing as recycled entrepreneurs. A role model is someone others look up to for conduct in a certain role (Dictionary, 2002). The participants claimed they changed the mindset of the youth, set an example for others, and were good citizens. To that end, this is what they said.

“And also, the changing of the mindset of the youths. I feel like I have made a sustainable contribution to the economy because now, more and younger people are seeing that entrepreneurship is a risk but is a risk that is worth taking. You know it’s not something to fear,” Participant 9

Participant 9 was a young female entrepreneur who ventured into an unknown construction industry that was male-dominated, and she acquitted herself successfully. This is why she claims she could **change the mindsets of other young female entrepreneurs**. She concedes that entrepreneurship is risky but a risk worth taking. According to the definition of entrepreneurship and everyday observation, entrepreneurs are perceived as risk-prone than others (Macko & Tyszka, 2009:469). According to the participant, the risk is worth taking and nothing to fear. Due to this perception of reality, the recycled entrepreneurs assert that they were **an example to others**.

“My ambition would be to be an example to other dropouts that it is possible to operate a business at a high level in a very complex industry as long as you have everything in place and you are running as best as you can. It is possible to be successful, and it also helps encourage the government to see that the locals can succeed in that industry. It’s a big thing; locals should participate more in that industry.”

Participant 6 was one of the few Batswana operating in the Okavango Delta tourism area. At the time of the study, he seemed quite successful, hoped he was a good example to others, and urged the government to realize that local entrepreneurs could venture into the area. Andreyanova (2021:4) admits that the lack of resources and

immaturity may prevent the local community from implementing tourist programs meaningfully. Being good examples to others also meant the recycled entrepreneurs **were good citizens**. This was reflected when Participant 1, under section 5.4.8.2 (p. 540) on Economic growth, articulated that he sacrificed all he had to pay his tax dues. Generally, good citizenship traits include following the law and paying taxes (Villalobos *et al.*, 2021:8).

5.4.8.7 Transport provision

Any vehicle you may use to travel or transport items is referred to as transport (Dictionaries, 2023). The participants stated that they provided transport that enabled the locals to move from point A to B. Participant 2 explained as follows

“When you know it’s difficult to measure one’s contribution, but it is very easy to see one’s contribution. If my taxi comes from Manaka to town, four people go to work in the morning, during the day, and in the evening, and on average, I carry about forty people per day, going to work and going home. That’s about 40 people going to work and coming home per day. Per week, I would have carried about 40 people by five; that’s about 200 people. Per month, I would carry about 200 by 20, which is about 4,000 people. I would have carried 4,000 people to move them from their homes and go to work per month and year. If you multiply 4,000 by 12 months, you see how much contributions I will have made”.

The participant demonstrated mathematically the impact he had in terms of providing transport. He provides transport to an average of 4,000 clients monthly. Some clients will be going to and from work, where they participate in producing goods and services for Botswana's economy. Keschyan (2020:2) admits that the transportation and logistics business is very important for cities and towns, particularly the tourism industry.

5.4.8.8 Corporate Social Responsibility

Businesses should be effective tools for making money. Still, they should also be good citizens (Tai & Chuang, 2014:117) as they are obligated to safeguard, promote, expand, and improve the benefit of stakeholders and society. The recycled entrepreneurs claim they also played their part in being socially responsible. This was discussed in section 5.4.7.2.1 when dealing with the Positive benefits of sustainability decisions to others. There is no point in repeating the discussion.

This section on economic contributions made by the recycled entrepreneurs due to their ability to sustain their enterprises discussed the various contributions, and it was noted that paying taxes, creating employment, and corporate social responsibility seemed more popular contributions. The next discussion is the recycled entrepreneurs' recommendations to ensure the continued running of sustainable enterprises.

THEME 9: RECOMMENDATIONS (ADVICE GIVEN)

DISCUSSION ON THE RECOMMENDATIONS GIVEN BY RECYCLED ENTREPRENEURS ON OPERATING SUSTAINABLE SMMEs TO KEY ROLE PLAYERS, OTHER RECYCLED ENTREPRENEURS, OR PROSPECTIVE CASHED-OUT ENTREPRENEURS WITHIN THE SMME SECTOR AND LITERATURE INTEGRATION.

Research question 9: If given the opportunity and platform, what recommendations on operating sustainable SMMEs will you give to key role-players, other recycled entrepreneurs, or prospective cashed-out entrepreneurs within the SMME sector?

The theme attends to the ninth research question in which participants were asked to make recommendations on operating sustainable SMMEs to key role players, other recycled entrepreneurs, or prospective cashed-out entrepreneurs within the SMME sector.

Table 5.67 which continues on the next pages, illustrates the theme, categories, sub-categories, and related codes from the 12 interviews.

Table 5.67: Recommendations given theme, categories, sub-categories, and codes

Theme	category	Codes
Recommendations given	Recommendations to cashed-out entrepreneurs	Don't focus on profits alone. Clients also (3)
		Diversify (3)
		Don't be a copycat (1)
		Have goal and vision (1)
		Keep good business practice (1)
		Have patience and passion (1)
		Don't grieve for yourself (1)
		Have internal controls (1)
		Be on the ground (1)
		Be mentors
		Profit to finance next business
		Create networks
		Watch cybersecurity
		Lead properly
		Improve financial management
		Differentiate between business and self.
		Strategic planning critical
		Share information
		Understand market
		Upgrade knowledge
		Prize correctly
		Have endurance
		Know business

	Recommendations to prospective cashed-out entrepreneurs	Start before exiting (12)
		Be knowledgeable in your own business (8)
		Invest in assets before exiting (8)
		Do market research (5)
		Be transparent and honest (5)
		Get mentored (4)
		Plan for package (3)
		Collaborate (3)
		Don't be corrupt (2)
		Do things within your means (2)
		Be patient (2)
		Explore various strategies (2)
		Account for finances (2)
		Use package wisely (2)
		Have vision (1)
		Benchmark before exiting (1)
		Team up with established business (1)
		Never stop learning (1)
		Don't be copycats (1)
		Link with international organizations (1)
		Market yourself (1)
		Work for sustainability (1)
		Stay focused (1)
		Have good management

		Learn about entrepreneurship
		Have competitive advantage
		Follow due process
		Make it a lifestyle.
		Package to finance business
		Don't be selfish.
		Be independent
		Be innovative
		Have right employees
		Don't burn your bridges.
		Be on the ground.
		Don't bank cash.
		Preserve cash before exiting.
	Recommendations to policymakers	Small firms should have tax waivers (5)
		Implementation of policies to be more intentional (4)
		Improve infrastructure (3)
		Established firms to be distributors (3)
		Create a supportive environment (2)
		Segregation of value chain in agriculture (2)
		Curb corruption (2)
		CEDA and LEA to help until the entrepreneur is on his feet (1)
		Entrepreneurs should be accountable for funds loaned (1)

		Expand manufacturing (1)
		The government should expand the economy (1)
		Establish horticultural association
		Old ideas not to be completely discarded
		Improve trade regulation on manufacturer buying.
		Hardworking entrepreneurs to be trained and funded
		Identify sustainable entrepreneurs
		Make farming profitable
		Government to liberalize immigration.
		Establish horticultural markets
		Limit fake products
		Big companies to subcontract small ones
	Recommendations to educators	Train for Entrepreneurship (9)
		Teach entrepreneurship from the grassroots (4)
		Be positive about farming (3)
		Graduates to have skills (2)
		Education to be less theoretical (1)
		Have vocational schools (1)
		Have STEM syllabus
		Teach financial literacy

		Education to be results-oriented
		Have internship
		Link university with technological product
		Government to prioritize education.
	Recommendations to corporates	Lack of experience (7)
		Lack of patience (4)
		Have payment plans (1)
		Red tape cumbersome (1)
		Lack of trust (1)
		High interest rates (1)
		Improve corporate governance
		No relevant policies
		Standardize workshops

5.4.9 RECOMMENDATIONS THEME

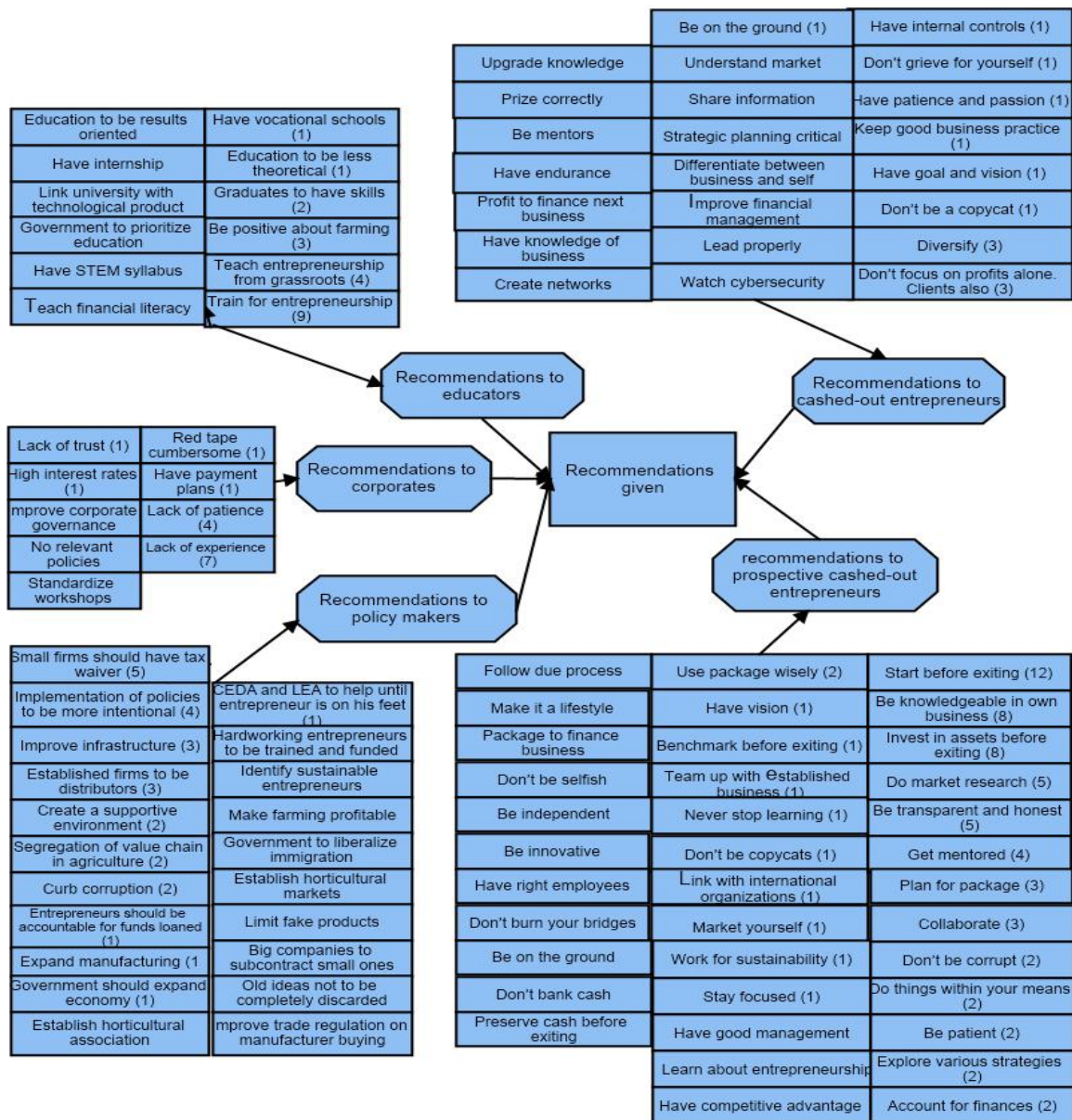
This section discusses the recommendations the participants gave to recycled entrepreneurs, prospective cashed-out entrepreneurs, policymakers, educators, and corporates on the operation and management of sustainable SMMEs. Below is some literature on the sustainability of SMMEs from secondary sources.

An analysis of the strategic competitiveness of SMMEs in South Africa revealed that the government must address the issue of education deficiency and make educational imperatives a top priority for the nation to contribute meaningfully to the call for job creation. Educational imperatives can impact citizens' economic activities (Chiloane-Tsoka & Boya, 2014:347). Unger *et al.* (2011:343) suggest that formal education impacts the capacity to effectively find and take advantage of an entrepreneurial

opportunity, much like experience does. Mayer-Haug *et al.* (2013:1254) emphasize that knowledge is a key component of the owner's talent, that regulators have both direct and indirect influence, and that, by the "human capital" theory, attributes like knowledge, formal education, training, experience in new ventures and employment, skills, and family and owner dynamics are all necessary for successful entrepreneurship. Forkuoh *et al.* (2015:142) assert that network-related variables such as a lack of enough permanent linkages and fewer relationships with essential connections to the new enterprises, identified with a high degree of trust and dependency on strangers, are included in the vulnerability of newness.

Figure 5.10 provides the recommendations made by the recycled participants to recycled entrepreneurs, prospective cashed-out entrepreneurs, policymakers, educators, and corporations on the operation and management of sustainable SMMEs.

Figure 5.10: Recommendations network diagram



5.4.9.1 Recommendations given to cashed-out entrepreneurs

Cashed-out entrepreneurs are recycled entrepreneurs already active as entrepreneurs running their enterprises. Due to their experience and desire to ensure the continued

sustenance of enterprises, Table 5.68 which continues on the next page, shows the discussion made with the participants about cashed-out entrepreneurs.

Table 5.68: Recommendations to cashed-out entrepreneurs

Participant	Quotations from the participants
Participant 3	“My suggestion is that regarding the entrepreneur we are talking about, there are different ways to look at entrepreneurial development. There are some categories of entrepreneurs. They only focus on the ultimate profit, and with such categories of people, the business might not be sustainable because if they fail to make that profit, the business will close down.”
Participant 2	“People can do quite a lot, but I will limit myself to a few important points. 1. Strategic planning is critical for SMMEs. - That area is lacking. 2. Financial management- there is financial illiteracy amongst many of us. 3. Creating networks, and 4. Diversification. Those areas would encourage our colleagues to reengage so that they sustain themselves”.
Participant 1	“The thing is, you get the package and use it wisely. Find businesses because the most worrying issue is people copying others out there. You find me, you see me, and you don’t know other things that I’m doing besides the business. They saw me (exemplifying himself), and people expected him to be gone; he left with more liabilities. Let’s see how he’s going to survive, but they don’t see you being that desperate and now they want to emulate your lifestyle, you know. They say no business. He left, and he is doing supplies. Let me get into supplies as well. No, you don’t do that. Get, actually start when you are still working and prepare”.
Participant 3	“So, there is another category of entrepreneur whereby, of course, the main motive of starting the business is to make a profit, but at the same time, they have a goal and a vision. That this is where we want to go. So, whether the profit comes or doesn’t come, they remain in that

	business.”
Participant 5	“Patience. You know, when I say patience, I have noticed that most young entrepreneurs want to make a lot of money all at once, so if you are driven by money much of the time and not thinking of how your business is going to benefit people, just thinking of yourself you do things the wrong way. So, the best thing is to have patience and passion. Money should come as a reward”.
Participant 11	“After leaving my full-time work. I was looking all over. I was looking at my connections. Like my late brother, when talking to me, he said, “May his soul rest in peace- when he retired, brother, as I was sitting with this guy, he was telling me after retiring, please don’t start grieving for yourself. Please don’t beat yourself up when you call people who tell you they are busy in a meeting and never call back. Just know you have now entered that space of isolation.”
Participant 11	“My biggest issue with corporate and business leaders is corporate governance and internal controls. I don’t know what’s wrong with that. We don’t seem to ensure these are embedded in our daily activities. You know, you can find a company saying we are going to get ISO, we are going to get LEAN SIX SIGMA, and we will get this certification. But at the end of the day, it’s just for certification only. It’s not for the way of doing business.”
Participant 4	“What I do is I don’t announce my coming. I drop just like that. So, they don’t know when this guy is coming and are always on their toes. That’s the way to go because if you announce your movements, they will always read them and make things right when you arrive. So, I always try to leave there, and unexpectedly, I arrive”.
Participant 11	“We have this entrepreneurship ministry that has just been set up, and again, it’s the government’s initiative realizing that we just dive in and learn the hard way. So, we should mentor those who get recycled after employment”.
Participant 1	“This is me because, in most cases, you find you have the business

	and the business has a business account, but with the monies that get in there, you are cheating yourself as a business owner because you will be taking all the money out. Now you are putting it into your account because I doubt if these people would use the money from the business account. Then, use the money for personal gain. It can't operate, it can't operate like that. You can't succeed. Let the business money be business money that whenever you get another deal you finance, you can finance the next project."
Participant 11	"Yes, yes. If you run your business well, and you have systems in place like cleanliness, receiving staff into your stores, how you sell, and how you reconcile at the end of the day, all these things are important. We now have this big cyber security threat, and you find corporates with internal audits also being hit by things they should have been protected from. You don't need to be sitting there; I mean, COVID-19 has proven to us that there are certain controls one should ensure are in place. That they are working. You don't need just to be sitting there."
Participant 1	"If the business is done properly, you grow; you employ more people as you grow. You grow in supplying, then decide like I had decided to go into manufacturing because, with my proposal, the minimum number of employees I would employ should the business idea go ahead was around 15. That's the minimum, minimum human capital needed."
Participant 12	"That one, how best can I tackle this? They should be able to dish out the information to share it like the gentleman I said who helped me; next time, I should not be going to him. He should help me with the information and how to do it, not a situation whereby you say if you see this problem come to me and I will solve it myself, then you will pay me."
Participant 8	"Understand the business. Understand the needs of your customers. Understand what is in the market. Do the right pricing. Don't just be influenced by profit because if you are just being influenced by profit, you will lose out on the people who will keep the sustainability of the

	business.”
Participant 12	“Each year, they always take their technicians for training to upgrade their knowledge.”
Participant 1	“You have to put a mark-up because you will buy from them. You can’t buy at the same price and sell at the same price.”

Recommendations made to cashed-out entrepreneurs focused on profit-oriented businesses, strategic planning, financial management, diversification, grieving, corporate governance, mentorship, and research.

According to Participant 3, Profit-oriented businesses business **should not only focus on the ultimate profit** because if they fail to make a profit the business closes down. There has been a claim made that companies with an entrepreneurial mindset would have greater success reaching their objectives for growth and profitability (Oni *et al.*, 2019:69). Businesses with an entrepreneurial mindset are creative, daring, and proactive. This implies businesses should not only focus on profit but also be in a position to invest in finding other ways of being more competitive and sustainable through being proactive and risk-taking. The performance of small businesses and the general entrepreneurial orientation are positively correlated. (Oni *et al.*, 2019:63). Okangi (2019:1) confirms that taking risks and being creative has a major beneficial impact on the increase of profitability. Participant 8 further argues that business is not all about profit. You need to **understand the needs of the customers and do the right pricing** or else you lose the customers;

“Understand the business. Understand the needs of your customers. Understand what is in the market. Do the right pricing. Don’t just be influenced by profit because if you are just being influenced by profit, you will lose out on the people who will keep the sustainability of the business.” (Participant 8)

When internal and external clients are given equal attention, organizational effectiveness follows (Govender, 2013:708). Participant 3 emphasises that **having a**

goal and a vision and not seeking profits only, should be the focus of starting a business as he argued,

“So, there is another category of entrepreneur whereby, of course, the main motive of starting the business is to make a profit, but at the same time, they have a goal and a vision. That this is where we want to go. So, whether the profit comes or doesn’t come, they remain in that business.”

Having a goal and mission derives from having strategic plans for the business. A large body of research suggests that formal strategic planning enhances business performance because it entails creating a plan of action that helps SMEs predict and adapt to the volatile market by allocating their resources and competencies appropriately (Majama & Magang, 2017:74). Participant 5 further highlighted that the weakness of many young people was being impatient and seeking immediate wealth as he said,

“Patience. You know, when I say patience, I have noticed that most young entrepreneurs want to make a lot of money all at once, so if you are driven by money much of the time and not thinking of how your business is going to benefit people, just thinking of yourself you do things the wrong way. So, the best thing is to have patience and passion. Money should come as a reward”.

Participant 5 recommends that entrepreneurs should **have patience and passion** for their businesses and the reward would be the financial returns. Firm growth is strongly correlated with passion, and the relationship between passion and growth is largely mediated by perseverance. (Iyortsuun & Shakpande, 2022:1). Lack of patience and passion for the business can lead to abusing business money for other personal agendas.

“This is me because, in most cases, you find you have the business and the business has a business account, but with the monies that get in there, you are cheating yourself as a business owner because you will be taking all the money out. Now you are putting it into your account because I doubt if these people would use the money from the business account. Then, use the money for

personal gain. It can't operate, it can't operate like that. You can't succeed. Let the business money be business money that whenever you get another deal you finance, you can finance the next project.” (Participant 1)

The advice from Participant 1 is that **let business money be used for business activities only** rather than misdirecting it into other unrelated business activities. The money if maintained properly can finance the next project or business. If a firm cannot design a suitable policy to manage its working capital properly, it can never survive in the long run. **Financial management** is very important in operating an enterprise. Generally speaking, the primary factor underpinning SMEs' issues is owner-managers' inadequate financial management (Jindrichovska, 2013:79).

“If the business is done properly, you grow; you employ more people as you grow” (Participant 1)

Participant 11 advised businesses to **be aware of the threat of cybersecurity** on the operations of the business benefitting from lessons learnt during the COVID-19 period.

“We now have this big cyber security threat, and you find corporates with internal audits also being hit by things they should have been protected from. You don't need to be sitting there; I mean, COVID-19 has proven to us that there are certain controls one should ensure are in place. That they are working”

SMEs that underestimate cybersecurity threats run the danger of increasing their vulnerabilities and risks becoming real issues (Alahmari & Duncan, 2020). Businesses should **have control in place to enhance their cybersecurity**. Participant 11 stresses the need to always **ensure that the required business regulations are always adhered to** as he argued that some businesses follow these measures to get certification only and after that, they ignore the requirements.

“You know, you can find a company saying we are going to get ISO, we are going to get LEAN SIX SIGMA, and we will get this certification. But at the end of the day, it's just for certification only. It's not for the way of doing business.” (Participant 11)

Obialor (2020:45) notes that companies are created within a framework, run inside that framework, and then dissolve inside that same framework. To mitigate the impact of business management inadequacies Participant 11 advises that **training for entrepreneurs is available** in Botswana before blindly diving into business. He stated that

“We have this entrepreneurship ministry that has just been set up, and again, it’s the government’s initiative realizing that we just dive in and learn the hard way. So, we should mentor those who get recycled after employment”.

Those who are getting recycled **should be mentored before starting a business**. In line with that Participant 1 expressed a concern that some entrepreneurs being recycled just copy others already in the field and this was a recipe for failure.

“The thing is, you get the package and use it wisely. Find businesses because the most worrying issue is people copying others out there. They say...He left, and he is doing supplies. Let me get into supplies as well. No, you don’t do that. Get, actually start when you are still working and prepare”. (Participant 1)

Participant 1 recommends that entrepreneurs **should not copy existing businesses** because they lack information on how the business was being sustained. Imitation promotes a company's short-term performance above its long-term success (Peng *et al.*, 2021:1). The researchers further clarify that in low-tech sectors relative to high-tech industries and non-OECD nations relative to OECD countries, an imitation approach is more beneficial in fostering business growth. Not only is imitation a popular tactic for fostering competition, but it also forms the cornerstone of many businesses' success stories (Wierzbicki & Nowodziński, 2019:36). However, **diversification and coming up with new business concepts** seems the best way to go to avoid imitating others. In the current dynamic and tumultuous business landscape, diversification has emerged as a key driver of competitive advantage and the development of synergistic effects in market operations (Oladimeji & Udosen, 2019:120).

Participant 11 recommends that recycled entrepreneurs **should not grieve** when they face isolation as it is the nature of the entrepreneurship world

“After leaving my full-time work. I was looking all over. I was looking at my connections. Like my late brother, when talking to me, he said...please don’t start grieving for yourself. Please don’t beat yourself up when you call people who tell you they are busy in a meeting and never call back. Just know you have now entered that space of isolation.”

Even though loneliness affects people in all professions, people in extreme careers, like entrepreneurs, may find it particularly challenging since they must cope with high levels of unpredictability, resource limits, responsibility, and time pressure(Cardon & Arwine, 2024:225).

5.4.9.2 Recommendations to prospective cashed-out entrepreneurs

The study was also interested in the recommendations the participants would give so that those intending to be fully-fledged recycled entrepreneurs would be aware of and achieve sustainability in their businesses. The discussion with the participants is in Table 5.69 which continues on the next pages.

Table 5.69: Recommendations to prospective cashed-out entrepreneurs

Participant	Quotations from the participants
Participant 11	“So, as they are approaching the recycling period, the guy must open up and go for counselling to identify their passion. Trying to run into these things when you are already out is not so good because you get taken advantage of. Some guys have bought fields so exorbitantly.”
Participant 5	“Because with the government (clears throat), if you want to get something from the government and you plan to start a business maybe in 2 months or three months, maybe that help will come after

	ten years. Yes. So, while working, I had to keep aside a little money because I knew what I was doing in the long run. So, I would put some little money aside. And then with that money, because if I have P50 000 cash like this, I wouldn't like to put it in the bank. If I put it in the bank after two years, my interest there would be P1 000, which is nothing. If I have P50 000 and then I invest that P50 000 maybe buy some goods 2years 3years I sell them, I can make P75 000- P100 000, you get me?"
Participant 11	"Consider the market, the need. Are you addressing any need, and if you are not, do you have the passion?"
Participant 10	"And also, you open an account with some suppliers. Normally, you start with a cash account; then, you can go to a credit account. So, they keep monitoring which other companies they have accounts with and start with small figures. So, if you are honest with yourself and your dealings with them, you get to a point whereby they will start you with credit up to P10000. If the relationship is good, they say no, we go to 20. It's good no we go to 30".
Participant 9	"Researching and getting mentors within that particular industry is very important. Don't think that you can do that alone. No man is an island, and it's important to seek help and be open to learning, no matter how experienced or knowledgeable you feel and think you are. It's important to be open to learning and that you will be leaving that comfort of working and getting your money every month. You need to know the ups and downs of being an entrepreneur and know that now you are on your own, and you need to make sure you have a plan B if things don't go well".
Participant 1	"Plan for the package even before you can get it. Plan that, okay, by the time I get after these 15 years, as in my case, I want to start this kind of business, and this is the amount of start-up capital that I will require. This is the expertise that I am going to require. And during your working days, prepare yourself towards what you want to do as

	an entrepreneur”.
Participant 1	“Whatever thing you agree with when corrupting them, they want it. And in most cases, from what I hear, you have to provide before they can give you the job. So, you see now you are already indebted and have liabilities. So, once you get the job, sometimes you have to get the job, you supply, and then you are left with nothing. Doing that on its own is an issue. You fail. You see no need to progress with the business because you can’t make any profit.”
Participant 9	“I feel like so far, that question is like the usual: don’t give up, keep working and sharing ideas, expose yourself, sell yourself, and don’t be shy to push yourself out there because that is how people will recognize you. How will people know that you are there? But also, be very smart in your financial decisions and do things within your means”.
Participant 4	“You know, in most businesses, the returns are not that quick like in farming, and you need a lot of patience and find ways to sustain the business until you realize the results. So, what is required is a lot of patience, planning, and good management. Good management is very important because things can go haywire if you are not there.”
Participant 2	“So strategically, one would want to say one of the key sustenance areas is how you plan. Whether you plan strategically or you plan in the short term. But in our case, because of the lessons learned from the past, I think you need a strategic plan to guide you.”
Participant 4	“And you know when you make your projections, your financial projections, your account for every thebe (coin). Now, if any amounts are diverted to something else, there will be a shortage. So, I will say it’s very important to stay focused. To stay focused to succeed. You won’t get anywhere if you are interested in this and that. So, get focused and do exactly what you want to do.”
Participant 9	“Never stop learning. By research, I mean learning and taking courses researching your industry, finding new ways to bring things

	into the industry, and benchmarking how other countries or continents are doing what you are doing”.
Participant 2	“Entrepreneurship can also be learned, like going to school. You can also team up with others who have been in the business and avoid being selfish, work with others, partner with others, and joint ventures. That way, it’s faster to grow than to start your own thing on your own. But if you can bring your capital, you can join, for example, my training consultancy; you will already be a member, and the business is known, so it is faster. So, I think they need to think of not being selfish but partnering with others when they start their ventures when they are cashed out”.
Participant 9	“And just work hard and never give up on what you strongly believe in. If you are well-researched and know it’s possible to succeed, then there is no reason to give up because you are sure it can work out. It is important to explore different strategies to improve yourself and never stop learning. Never stop learning.”
Participant 11	“I think this is exactly the right time to start some consultancy that you can link to even international organizations to get those contracts that we know are unique to certain people and be able to hear that a Motswana is participating in this setup. They are setting up bids authority in this place, and you win the tender to set up those organizations in different parts of the world, even internally here, sharing with entrepreneurs.”
Participant 3	“What I can say to those people is that because from my own experience, from my own experience, and when you leave a paid job and want to rush into the private sector—if you are not prepaid for it ... that business will not be sustainable.”
Participant 3	“My advice for such people who leave their job before they meet their goal is that they must be able to prepare themselves to go out of the job and if they unexpectedly lose their job, what I can tell that category if you don’t have that entrepreneurial spirit, it will be difficult

	for them to start a business So maybe they just have to find alternative means that suit the competitive advantage which they have”
Participant 4	“You know, when you get money, you think it’s a lot. You think it’s a lot. You can dream about it and do anything. But once you reach the ground, you realize this money is too little.”
Participant 4	“I am always on the ground. You know this issue of running a business and staying far away from it is not; it’s a non-starter because what happens is, as soon as you leave, your workers will also do their things, and they forget about you, your business”.
Participant 10	“You should understand the trade that you want to venture into. And you should be if it’s a technical area, you should understand it to the extent that even when someone calls you sleeping, you can be up and relate to what’s happening there. So, you should know your work.”

The discussion on recommendations to prospective entrepreneurs covered entrepreneurship learning, researching, planning strategically, having an entrepreneurial spirit, staying focussed, good management, avoiding corruption, never giving up, sharing ideas

According to Kakkonen (2010:85), the development of entrepreneurial talents through life and work is the focus of entrepreneurial learning. Participant 2 observed that **entrepreneurship can be learned** just like going to school when he said,

“You know entrepreneurship can also be learned like going to school. You can also team up with others who have been in the business and avoid being selfish, work with others, partner with others, and joint ventures. That way, it’s faster to grow than to start your own thing on your own. But if you can bring your capital, you can join, for example, my training consultancy; you will already be a member, and the business is known, so it is faster. So, I think they need to think of not

being selfish but partnering with others when they start their ventures when they are cashed out”.

The process of learning will enable a prospective entrepreneur to **team up with others, work with others, and partner with others**. By so doing prospects of growing faster are enhanced. Participant 9 corroborates Participant 2's statement by stating,

“Never stop learning. By research, I mean learning and taking courses researching your industry, finding new ways to bring things into the industry, and benchmarking how other countries or continents are doing what you are doing”.

Accordingly, learning enables one to **benchmark** what others are doing as well as finding new ways of doing things. For this reason, entrepreneurial learning is essential to the success of emerging businesses(Leiva *et al.*, 2014:131).

As part of entrepreneurial learning, Participant 9 advised that **researching and getting mentors** is key to success despite how experienced and knowledgeable you are. Prospective recycled entrepreneurs should be open to learning through being mentored. this enables them to have the capacity to develop contingency plans in their operations

“Researching and getting mentors within that particular industry is very important. Don't think that you can do that alone. No man is an island, and it's important to seek help and be open to learning, no matter how experienced or knowledgeable you feel and think you are. It's important to be open to learning and that you will be leaving that comfort of working and getting your money every month. You need to know the ups and downs of being an entrepreneur and know that now you are on your own, and you need to make sure you have a plan B if things don't go well”. (Participant 9)

The complicated and demanding nature of today's entrepreneurial environment makes it difficult to maintain entrepreneurial success, particularly in the lack of efficient learning resources and entrepreneurial support systems (Hall, 2013:1).. Through mentorship and research, you understand the ups and downs of being an entrepreneur.

Participant 10 recommends that the prospective recycled entrepreneur should **understand the industry that he or she wants to venture into** as he said,

“You should understand the trade that you want to venture into. And you should be if it’s a technical area, you should understand it to the extent that even when someone calls you sleeping, you can be up and relate to what’s happening there. So you should know your work.” (Participant 10)

Participant 10 believed that understanding the industry helps one provide relevant services and provides. The secret to successful entrepreneurship is research(Hall, 2013:403). In addition to understanding the industry one wants to venture into, planning the way the package will be used is vital.

“Plan for the package even before you can get it. Plan that, okay, by the time I get after these 15 years, as in my case, I want to start this kind of business, and this is the amount of start-up capital that I will require. This is the expertise that I am going to require. And during your working days, prepare yourself towards what you want to do as an entrepreneur”. (Participant 1)

As planning looks at the viability of putting an owner's notion into action, it offers a kind of control(Mihajlović et al., 2020:498). According to Participant 10, it is important to **plan for the package before exiting employment**. Participant 4 outlines the value of having clear financial projections in that it facilitates accounting for every cent of your monies.

“And you know when you make your projections, your financial projections, your account for every thebe (coin). Now, if any amounts are diverted to something else, there will be a shortage. So, I will say it’s very important to stay focused. To stay focused to succeed. You won’t get anywhere if you are interested in this and that. So, get focused and do exactly what you want to do.”(Participant 4)

One factor that significantly affects SMMEs' competitiveness, development, and sustainability is their financial management (Zada et al., 2021). In underlining the value

of financial planning Participant 4 explains when the **package is obtained it will never be enough.**

“You know, when you get money, you think it’s a lot. You think it’s a lot. You can dream about it and do anything. But once you reach the ground, you realize this money is too little.”

A prospective entrepreneur should therefore never fool himself or herself that the exit package is a lot of money. Appropriate financial planning will reveal that the package is inadequate for going into business on a full scale. According to Participant 1 one of the keys to sustenance is how you plan. A prospective recycled entrepreneur **should plan strategically.**

“So strategically, one would want to say one of the key sustenance areas is how you plan. Whether you plan strategically or you plan in the short term. But in our case, because of the lessons learned from the past, I think you need a strategic plan to guide you.”

Strategic planning is a tool that enables long-term planning while taking the organization's possibilities and dangers into account. By acting following these plans, the efficiency of the enterprise may be improved(Hall, 2013). According to Participant 3, planning should be buttressed by **having an entrepreneurial spirit.**

“What I can tell that category (prospective entrepreneurs) is that if you don’t have that entrepreneurial spirit, it will be difficult for them to start a business”.

(Participant 3)

The independence of the company is positively and significantly impacted by both the entrepreneurial spirit and the entrepreneurial ideas and activities. A person with an entrepreneurial spirit values creativity, takes on new challenges, is confident, has self-determination or locus of control, manages risk, views change as an opportunity,

tolerates a lot of options, is driven and needs to succeed, is meticulous, open-minded, values time highly, and is highly motivated (Zulfikri & Iskandar, 2022). Having an entrepreneurial spirit enables the prospective entrepreneur to **work hard without giving up** on the enterprise's mission and goals as explained by Participant 9.

“And just work hard and never give up on what you strongly believe in. If you are well-researched and know it's possible to succeed, then there is no reason to give up because you are sure it can work out. It is important to explore different strategies to improve yourself and never stop learning. Never stop learning.”

If you have an entrepreneurial spirit then there is **no need to engage in corrupt activities**. These should be avoided at all costs. Participant 1 articulated the dangers involved.

“Whatever thing you agree with when corrupting them, they want it. And in most cases, from what I hear, you have to provide before they can give you the job. So, you see now you are already indebted and have liabilities. So, once you get the job, sometimes you have to get the job, you supply, and then you are left with nothing. Doing that on its own is an issue. You fail. You see no need to progress with the business because you can't make any profit.”

According to Imran *et al.* (2019:1017), decisions about production and investments are negatively impacted by corruption at the corporate level since it increases costs and creates uncertainty. Managing the enterprise properly is a prerequisite as propounded by Participant 4.

“I am always on the ground. You know this issue of running a business and staying far away from it is not; it's a non-starter because what happens is, as soon as you leave, your workers will also do their things, and they forget about you, your business”.

Participant 4 emphasizes that prospective recycled entrepreneurs should not manage their enterprises remotely as the employees will focus more on their issues than company ones. Prospective recycled entrepreneurs **should always be on the ground**

at the workplace. Risk management is essential for surviving in the market and is the cornerstone of success since there are external and internal factors that might compromise an entity's ability to operate(Kokot-Stępień, 2023:580).

5.4.9.3 Recommendations to Policymakers

What the participants were doing was affected by policies and other operational facilities in the entrepreneurial ecosystem. It was, therefore, prudent to hear what they recommend regarding the policies and infrastructural development that would ensure the continued sustainability of SMMEs in Botswana. **Table 5.70** which continues on the next pages, is the discussion made with the recycled entrepreneurs as recommendations for policies and infrastructural development that ensure the sustainability of SMMEs.

Table 5.70: Recommendations to Policymakers

Participant	Quotations from the participants
Participant 1	“Even if you don’t have any contact with them because they are politicians, you expect them to assist us when making the laws. Because the laws now do not favour small businesses. That’s why I was saying my recommendation from my research project even though it wasn’t going to them. If it had been the case that it went to them, it would have been better because now we see that it is not okay. At least for small businesses, you can make or give them a waiver for the first 3-5 years. Don’t expect them to pay the 21% income tax. Or at least if you can leave the VAT part of it, waive them from paying the income tax”.
Participant 9	“I would like for them to be much more intentional. They shouldn’t just make policies and not follow through with them. They should not just make the policies and not implement or test them from start to end. Do not just put a policy in place, and people celebrate it, yet it’s just there

	on paper. Also, certain initiatives ensure these policies are carried through properly from beginning to end. Maybe you can even follow through with people who benefit from those policies, following their journey to see how they are being assisted in government offices.”
Participant 5	“The infrastructure. The roads. It’s not much. You will be talking of maybe less than 100km of tarred road to build that construction. It doesn’t cost much, but if we have that now, farmers will transport their stuff from Gaborone to Lobatse; you get me?”
Participant 1	“Okay, let’s take it from the administration point first, being the government, like earlier mentioned, let them work on the statutes. The laws affect these businesses. Let them make it a law that those well-established supplies let them be distributors to small ones. Small companies to small players, and in that way, we will ensure that the small businesses sustain themselves. They (established companies) should not compete with the small players. Not at all! The same applies to the construction industry. Let those big companies subcontract the small ones whenever they get the big jobs and ensure they supervise them accordingly.”
Participant 2	“All they should do is create a supportive environment that encourages innovation and creativity among the SMMEs so that they can succeed, like what happens in Western countries and Asian countries where young entrepreneurs are nurtured and get full support through incubation programs. And we need more incubation programs than anything else to support our young entrepreneurs until they can stand on their own”.
Participant 8	“It has. It has. Segregation. The issue I discussed earlier is trying to convince the government to set up horticultural markets so that we producers produce and allow other players in the normal chain of business. Because you cannot have the producer, a wholesaler, or a retailer completing the whole value chain – no, we are saying it’s time all the basic elements of a value chain are fulfilled. Those have to be

	looked at”.
Participant 1	“Supposing things are going the normal way that’s curbing the corruption issue, and then doing business the proper way, it could assist a lot because a lot of businesses would make it because it would be based on the award of jobs would be based on performance not on who knows who and then, in that case, business would grow. And then, the tax issue will boost the government's revenue. If the business is done properly, you grow, and as you grow, you employ more people”.
Participant 12	“I think I may give an example of what Botswana is doing with CEDA. It has realized that people want to do business but are economically unable. So, the government is trying to fund through that CEDA. So, I think what they are doing is a wise idea. The only challenge I have realized is that they can fund, but the government is not getting back”.
Participant 6	“Policies should be on manufacturing and stop importing 85 % of our food—plan for entrepreneurship and support for entrepreneurs. Botswana has a small population, and we should be able to overcome many economic challenges. People should not have the mentality to be employees. We need manufacturing industries to avoid being centred on retailing only.”
Participant 3	“To sustain SMMEs, the first thing is the economy because the policy might not work if the economy is not performing well. Do you understand? The first thing is that the government must expand the economy. Yes, expand the economy”.
Participant 8	“So, we are trying to convince the powers that be that we start off doing our own. Let’s have a Horticultural Producers Association; several are starting now. I am affiliated with one, and of course, it’s just starting.”
Participant 10	“They need to cut off the fake products”.
Participant 11:	“We didn’t have wires. We didn’t have fences then. So, you would cut branches and then build a nice kraal or a nice household- compound. So, when those branches age and go down, the height of the kraal is

	lowered. The animals will quickly jump over. So, it means you must get new and fresh branches. So, when you do that, getting fresh branches, you don't clear those old branches. You come and put those on top of the old ones. So, this is when we have the Setswana, which says you build with new branches on top of the old ones. Yes. So, I am saying there should be a balance as much as we are excited about youth and new ideas, which I never even see at times. Old ways of doing things also matter".
Participant 10	"The trade, the trade...the regulations there for trading like remember with some countries they can say electronic products can come through at maybe two percent. In some countries, they can say 5%. If you were to look at it right now, I'd not be very well versed in that area, but I am giving an example. For example, if you want to pick something from Dubai and someone in Zimbabwe wants to pick something from Dubai, it can be cheaper for the one in Zimbabwe than for me because of the trade regulations".
Participant 4	"So, it's very important for organisations like LEA and CEDA to train. I know they are training these entrepreneurs; they are giving them skills. I was saying it is very important to do that. They should continue like that and ensure they are always close to these guys until they see that they are now on their feet".
Participant 4	"Those entrepreneurs who are doing their best and are trying whom the government sees that they are trying, the government must focus on assisting those entrepreneurs because you find that some of them will be doing everything they can, but you find that they lack some entrepreneurial skills or they lack some funds. But if the government comes in, their problems can be identified, and they can be assisted. They can be trained; they can be funded, and they can also grow and employ more people, and the economy will flourish".
Participant 3	"Yaa, they continue looking to their vision. So now, if I want to advise the government, the government should try as much as possible to

	develop the categories of entrepreneurs that can be sustainable in the industry whereby, they find themselves not only looking at the profit.”
Participant 3	“So, I advise the government to try as much as possible to design policies to expand economic activities. Let the focus of the economy be to expand. You understand, and when they are talking about expanding, there are many ways to expand. It comes from even foreign direct investors who enter the country and to liberalize the immigration policies for investors to enter and for investment to increase.”

Recommendations made policymakers centre on providing a waiver of 3 to 5 years on paying tax or exempting SMMEs from paying VAT, checking the effective implementation of policies, continuous improvement of infrastructure, ensure that establishes companies do not compete with small companies, there should be incubation programmes to support young entrepreneurs, ensure the all value chain roles are fulfilled, curbing corruption, eliminating fake products from the market, economic considerations should focus on both the old and young members of the country, hardworking entrepreneurs should be assisted, and revamping trade and immigration policies.

The recycled entrepreneurs recommended that the policymakers should look into providing a **waiver to pay tax for about 3 to 5 years to small entrepreneurs** to give them room to stand on their feet as well **exempt them from value added tax**.

“At least for small businesses, you can make or give them a waiver for the first 3-5 years. Don’t expect them to pay the 21% income tax. Or at least if you can leave the VAT part of it, waive them from paying the income tax”. Participant 1

Twesige *et al.* (2020) conducted a study in the Nyarugenge area of Rwanda on the relationship between tax incentives and SMME growth, and the study found that tax incentives are essential for SMMEs to grow sustainably. Policies should also be in place

to **deter established businesses from competing with small businesses** and big companies should **subcontract small businesses** in their operations.

“Let them make it a law that those well-established supplies let them be distributors to small ones. Small companies to small players, and in that way, we will ensure that the small businesses sustain themselves. They (established companies) should not compete with the small players. Not at all! The same applies to the construction industry. Let those big companies subcontract the small ones whenever they get the big jobs and ensure they supervise them accordingly.”

Due in part to outsourcing, the whole industrial value chain has grown more globalized, making it harder for many small businesses to thrive independently(Lee *et al.*, 2013:563). Small businesses require to be subcontracted by big businesses to be sustainable. However, a strong reliance on large corporations might hinder growth as it stifles competition in the market, blocks the entry of new enterprises, and skews the distribution of resources(Lee *et al.*, 2013:573). Safeguarding SMMEs against big businesses is thus paramount. To add to that, **incubation programmes** will also help young entrepreneurs to sustain themselves.

“We need more incubation programs than anything else to support our young entrepreneurs until they can stand on their own”. Participant 2

Akpoviroro *et al.* (2021:82) study on SMMEs in Nigeria revealed that 70% of all new businesses that make it through the first three years of operation went via incubation programs.

When policymakers come up with new policies, they should ensure that these policies are **monitored throughout** to ensure their successful implementation.

“I would like for them to be much more intentional. They shouldn’t just make policies and not follow through with them. They should not just make the policies and not implement or test them from start to end. Do not just put a policy in place, and people celebrate it, yet it’s just there on paper. Also, certain initiatives

ensure these policies are carried through properly from beginning to end.
Participant 9

Khan and Khandaker (2016:538) argue that poor policy performance has also been found to be associated with several characteristics, including a lack of top-down support, money, coordination, commitment, and implementers' competence.

According to the recycled entrepreneurs, **infrastructure development and improvement should not be an event but continue**. The government should look into ways of improving road networks to facilitate coordination of business activities

“The infrastructure. The roads. It’s not much. You will be talking of maybe less than 100km of tarred road to build that construction. It doesn’t cost much, but if we have that now, farmers will transport their stuff from Gaborone to Lobatse”.

Participant 5

Road infrastructure is essential to the nation because it allows for the effective movement of people and products and provides access to a wide range of social and commercial activities(Ng *et al.*, 2019:1). Improving the infrastructure goes along with improving value chains in the agricultural sector by creating **horticultural markets** which are currently absent. This will enable farmers to deposit their produce in the markets and other participants will then take over from there. This prevents farmers from being producers, marketers and retailers.

“The issue I discussed earlier is trying to convince the government to set up horticultural markets so that we producers produce and allow other players in the normal chain of business”. (Participant 8)

Productivity increases on farms result in brief output spikes and price falls in the absence of well-functioning agricultural markets(Haggblade *et al.*, 2012:2). In addition, a **horticultural association** can be formed.

“Let’s have a Horticultural Producers Association; several are starting now”.

Corruption is another endemic problem that interferes with the proper functioning of SMMEs in that, contracts are not awarded on merit but due to underhand dealings.

“Supposing things are going the normal way that’s curbing the corruption issue, and then doing business the proper way, it could assist a lot because a lot of businesses would make it because it would be based on the award of jobs would be based on performance not on who knows.” Participant 1

Corruption has a long-lasting impact on market economies, causing distrust among the populace, undermining law and order, demolishing the government's legal system, and jeopardizing the stability of the corporate sector(Shaikh & Khoso, 2019). **The government should curb corruption.** Along with corruption, the government **should remove fake products** from the market.

“They need to cut off the fake products”. Participant 10

In the fast-moving goods industry, the selling of fake goods poses a severe risk to the well-being of customers who buy them as well as the producers of genuine goods(Meghrajani, 2012).

Recycled entrepreneurs believed that **economic considerations should focus on both the old and young members** of the country. New ideas from younger people should be built on ideas from older people for them to be well-buttressed.

“I am saying there should be a balance as much as we are excited about youth and new ideas, which I never even see at times. Old ways of doing things also matter”. Participant 11

Findings from Italy show that to foster an entrepreneurial culture, older business owners must help young people who are unemployed, undereducated, or lack training by boosting their self-assurance, bravery, and willingness to take chances and make investments in the future(Meghrajani, 2012). Further entrepreneurs who are **hardworking should be identified and get assistance** from government to enable them be more sustainable.

“Those entrepreneurs who are doing their best and are trying whom the government sees that they are trying, the government must focus on assisting those entrepreneurs because you find that some of them will be doing everything they can, but you find that they lack some entrepreneurial skills or they lack some funds”. Participant 9

According to Attamah (2016) municipalities, counties, states, and the federal government provide grants, research opportunities, favourable legislation, and worker training programs, among other types of aid, to entrepreneurs in response to the potential for workforce development and economic growth. There is also a need from government to revamp policies that relate to entrepreneurship to **allow local entrepreneurs trade directly with manufacturers** worldwide as well as permit more economic activity by **foreign businesses through relaxing immigration laws**.

“For example, if you want to pick something from Dubai and someone in Zimbabwe wants to pick something from Dubai, it can be cheaper for the one in Zimbabwe than for me because of the trade regulations”. (Participant 10)

Participant 3 offered advice to the government as he stated,

“So, I advise the government to try as much as possible to design policies to expand economic activities. Let the focus of the economy be to expand. You understand, and when they are talking about expanding, there are many ways to expand. It comes from even foreign direct investors who enter the country and to liberalize the immigration policies for investors to enter and for investment to increase.” Participant 3

According to Participant 3 more economic activity can result from relaxed immigration policies. Growth is more positively impacted by immigration when the immigrant flow is made up of highly skilled people (Borjas, 2019:2).

5.4.9.4 Recommendations to corporates

Recycled entrepreneurs dealt with big companies called corporates, especially for financial support. Recommendations were made on how the financiers can help improve their relationship with the recycled entrepreneurs to enhance the sustainability of enterprises in Botswana. The discussion is reflected in Table 5.71 which continues on the next page.

Table 5.71: Recommendations to corporates

Participant	Quotations from the participants
Participant 6	“So, they need to understand the businesses more and understand the cycle of the businesses. Get information from those people who run such businesses in the past and get a feel of how everything works. Not to monitor everything from a distance and make deductions. This is why entrepreneurs who have just started are closing down their businesses. And there is no patience. No business will open today; tomorrow, it will make a million. Very few unless you win the lottery”.
Participant 10	“They should work on the interest. Also, the payment plan. They should also consider the reasons why I have not yet been paid. To be able to pay them. Sometimes, you find out that the reasons that they are valid. It makes sense for them to cut off that interest. So, they should look into their services regarding managing interest.”
Participant 1	“Entrepreneurs would grow because I don’t have anything bad about CEDA or any of these financiers because CEDA is the government arm for assisting small businesses. I appreciate their input, but now the red tape is associated with that. Should they do that to all these businesses, fine, fair enough, including the banks, the private banks. Some do that; they say you cede your purchase order since you are banking with us, and we suspend your access to your account. First, we recover our monies, then we open, and in that way, it will work because the most important issue here with financiers is lack of trust. There is no trust”.
Participant	“I think to other corporate leaders, for us to sustain the business, I think

12	it's best to standardize the operations of every workshop. So that we don't have that much competition."
Participant 8	"You know economies, even in the so-called first-world countries, are sustained by SMMEs. You go to Britain; you go to America- it is SMMEs that are sustaining the economy. The little contribution that they are making is because they are the people closest to the people. So, the critical thing is that you know, the first recommendation is to ensure that in the policies you(financiers) make, there is space for SMMEs. Never develop any policy framework that does not include representations from the SMME sector."
Participant 11	"My biggest issue with corporate and business leaders is corporate governance and internal controls. I don't know what's wrong with that. We don't seem to ensure these are embedded in our daily activities. You know, you can find a company saying we are going to get ISO, we are going to get LEAN SIX SIGMA, and we will get this certification. But at the end of the day, it's just for certification only. It's not for the way of doing business."

The discussion on recommendations to corporates centred on corporates understanding how SMMEs operate, lessening red tape, lowering interest rates, raising the standard of corporate governance, and revisiting policies on SMMEs

The recycled entrepreneurs recommended that corporates should **understand how SMMEs operate** so that they have expectations that are in line with the business cycle of SMMEs. The corporates are required to exercise patience with the payment of loans given to SMMEs.

"So, they need to understand the businesses more and understand the cycle of the businesses. Get information from those people who run such businesses in the past and get a feel of how everything works. Not to monitor everything from a distance and make deductions. This is why entrepreneurs who have just started

are closing down their businesses. And there is no patience. No business will open today; tomorrow, it will make a million. Very few unless you win the lottery".
(Participant 6)

Increasing the variety of non-bank debt financing options available to SMEs should help them become more robust to financial shocks because, during economic downturns, small businesses often experience a faster drying up of credit sources than do larger corporations(Nassr & Wehinger, 2015:90). Such a way of addressing financial challenges of SMMEs would help in enabling them to be more sustainable. Another problem associated with loans is interest rates. The recycled entrepreneurs recommended that **interest charged should be removed for entrepreneurs facing financial challenges** when paying back the loan.

"They should work on the interest. Also, the payment plan. They should also consider the reasons why I have not yet been paid. To be able to pay them. Sometimes, you find out that the reasons that they are valid. It makes sense for them to cut off that interest. So, they should look into their services regarding managing interest." (Participant 10)

To facilitate SMEs' access to financing, foster economic growth, and increase employment creation in developing economies, innovative and sustainable models are needed(Yoshino, 2017).

While recycled entrepreneurs were appreciative of the financial aid, they got from the various government agencies they were however not pleased with the red tape they go through when they seek financial assistance. They recommended that the **red tape be reduced**.

“I don’t have anything bad about CEDA or any of these financiers because CEDA is the government arm for assisting small businesses. I appreciate their input, but now the red tape is associated with that. There is no trust.” (Participant 1)

Trust fills in the information gap when the bank lacks the official data necessary to determine a company's trustworthiness, making it easier for SMEs to obtain financing (Kautonen *et al.*, 2020:15). This further implied that the **policies towards SMMEs needed revamping.**

“So, the critical thing is that you know, the first recommendation is to ensure that in the policies you (financiers) make, there is space for SMMEs. Never develop any policy framework that does not include representations from the SMME sector.” (Participant 1)

One tactical option to deal with the uncertainties of the turbulent global economy is to continue to concentrate on the growth of SMMEs (Maksum *et al.*, 2020:2). This focus can be enhanced by ensuring that corporates are run transparently following prescribed regulations. regulations.

“My biggest issue with corporate and business leaders is corporate governance and internal controls. I don’t know what’s wrong with that. We don’t seem to ensure these are embedded in our daily activities”. (Participant 11)

According to Arora and Sharma (2016), it may be possible for developing-nation businesses to perform better if they use sound **corporate governance** procedures.

5.4.9.5 Recommendations to educators

The training of would-be entrepreneurs is an important issue for many countries, considering the value of entrepreneurs to the economy. The recycled entrepreneurs gave their input given the need to strengthen the education curriculum on entrepreneurship. That would assist in ensuring the sustainability of SMMEs in Botswana. The discussion made with the recycled entrepreneurs is reflected in Table 5.73 which continues on the next page.

Table 5.73: Recommendations to educators

Participant	Quotations from the participants
Participant 1	“Because we are not growing again as a nation, we get so entrenched into being employees that we don’t want to go out there and do business. The training is just aligned with that. Trains you to be a dependant, not to be an entrepreneur. Should we make our education system give entrepreneurial products to entrepreneurs, then it would make a lot of sense. Entrepreneurs should be like what they call it in other countries, other developed countries, and should be work-related. You have to be result-oriented. Don’t just get people to graduate from schools with certificates without the skills.”
Participant 4	“You know, I think entrepreneurship must be taught from the grassroots. Today, our government says they want people to go into entrepreneurship. In our tertiary institutions, we teach them entrepreneurship, but I believe entrepreneurship must start from a tender age, from primary. These students must grow up knowing they are not going to school so they can get employed. You are going to school so that you can create employment”.
Participant 2	“I know there are (coughing) attempts to teach entrepreneurship in schools and universities, but it is more theoretically grounded. I would encourage a practical approach to teaching entrepreneurship rather than a theoretical one, which is the current norm. The German and Malaysian models would work very well for Africa because the German model is the two-thirds model. Two-thirds of the time, they are out

	there, and one-third, they are in the classroom to get a bit of theory. But students should spend time doing and not talking. That is what is lacking”.
Participant 6	“We need vocational schools and support for such schools.”
Participant 10	“And if you want the young people of Botswana to be sharper, we should have, let’s say, X product ...when they are going to school, they should be...there should be a link within the university or the school for this product so that they learn how to, the protocols within that product.”
Participant 3	“So, the government will be able to prioritize, you know, which sector we are prioritizing. Maybe some will prioritize education, security, and tourism, so it depends. So, what will drive the education sector will depend on whether the government prioritizes the education sector or not and there are entrepreneurs”.
Participant 9	“We want this to be part of the syllabus, you know. Young kids must know that this is something that can be done as well. They can be employers and not always teach them to be employees and also solve problems. Entrepreneurs solve problems because things are already the way they are. The system is already the way it is. But then it will take an entrepreneur to say there is a loophole here that needs to be fixed.”
Participant 9	“Okay, like I had previously said, one of the questions I answered is that the curriculum or syllabus should be STEM (science, technology, engineering, and mathematics). I recommend that entrepreneurship and other industries considered very challenging and dominated by certain demographics be introduced into the education system. Financial literacy is also introduced through education policies and systems. Let’s teach our children, the future generation, the reality you know. We have done mathematics and other things in school that I don’t see most people applying. It’s good to pass, get a certificate and move on

	to the next level, but in terms of applying it to real-life situations, I don't see that coming into play. So maybe we also need to revisit the education sector's syllabus and curriculum”.

Recycled entrepreneurs recommended that education should be results-oriented, entrepreneurship taught from the grassroots level, adopting a practical approach in the teaching of entrepreneurship, having more vocational schools that are linked to certain technologies or automation systems, and the government should prioritize budgeting for education where the curriculum is STEM oriented.

According to Participant 9, the education curriculum should be **STEM-oriented** where subjects like science, technology, engineering and mathematics are taught broadly. This would help the nation have the capacity to adopt and adapt to technological innovations more easily. Such a curriculum facilitates the teaching of present and future realities more.

“Okay, like I had previously said, one of the questions I answered is that the curriculum or syllabus should be STEM (science, technology, engineering, and mathematics). I recommend that entrepreneurship and other industries considered very challenging and dominated by certain demographics be introduced into the education system. Financial literacy is also introduced through education policies and systems. Let’s teach our children, the future generation, the reality you know”. (Participant 9)

According to Anderson and Tully (2024), a year-long professional development program was offered in Australia in 2014 to help primary and secondary school teacher teams in their schools create and execute integrated STEM curricula that are appropriate for their pupils. Improvements in curriculum design and delivery, a rise in the utilization of small-group problem-solving via inquiry, a rise in student involvement, and a rise in the chances for student reasoning were linked to the significant improvements in teaching techniques.

According to the recycled entrepreneurs, universities or colleges should be **linked with technological advancements in the systems automation** area for instance such that commerce and industry identify particular universities with certain technological developments. The students would learn about these technologies in preparation for the world of work

“And if you want the young people of Botswana to be sharper, we should have, let’s say, X product ...when they are going to school, they should be...there should be a link within the university or the school for this product so that they learn how to, the protocols within that product.” (Participant 10)

Díez-Vial and Montoro-Sánchez (2016) observed a positive relationship between the technological knowledge obtained from universities and the innovation carried out by firms

Along with such a curriculum would be the emphasis on **teaching entrepreneurship more practically than theoretically**. The schools would have less emphasis on theory and become **more vocational internship-oriented**.

“I know there are (coughing) attempts to teach entrepreneurship in schools and universities, but it is more theoretically grounded. I would encourage a practical approach to teaching entrepreneurship rather than a theoretical one, which is the current norm. The German and Malaysian models would work very well for Africa because the German model is the two-thirds model. Two-thirds of the time, they are out there, and one-third, they are in the classroom to get a bit of theory. But students should spend time doing and not talking. That is what is lacking”. (Participant 2)

Participant 6 added that

“We need vocational schools and support for such schools.”

Participant 9 went further to state that entrepreneurship teaching should **be results-oriented**. Graduates should have skills rather than carry certificates that are not backed by skills.

“Because we are not growing again as a nation, we get so entrenched into being employees that we don’t want to go out there and do business. The training is just aligned with that. Trains you to be a dependant, not to be an entrepreneur. Should we make our education system give entrepreneurial products to entrepreneurs, then it would make a lot of sense. Entrepreneurs should be like what they call it in other countries, other developed countries, and should be work-related. You have to be result-oriented. Don’t just get people to graduate from schools with certificates without the skills.” (Participant 9)

Thus entrepreneurial skills are the fundamental components of a dynamic citizen who can survive and thrive in the face of challenges, education must place a great deal of attention on helping students acquire them (Prajapati *et al.*, 2017). The government should therefore **prioritize education** in its budget to facilitate the adoption of the curriculum changes recommended by the recycled entrepreneurs because if there is no financial and resource backing nothing would take effect. Participant 3 argued that,

“So, the government will be able to prioritize, you know, which sector we are prioritizing. Maybe some will prioritize education, security, and tourism, so it depends. So, what will drive the education sector will depend on whether the government prioritizes the education sector or not and there are entrepreneurs”.

In addition to prioritizing education, the recycled entrepreneurs recommended that entrepreneurship be **taught from the grassroots**.

“You know, I think entrepreneurship must be taught from the grassroots. Today, our government says they want people to go into entrepreneurship. In our tertiary institutions, we teach them entrepreneurship, but I believe entrepreneurship must start from a tender age, from primary. These students must grow up knowing they are not going to school so they can get employed. You are going to school so that you can create employment”. (Participant 4)

Participant 4 argues that children must grow up knowing what entrepreneurship is all about and that they will be employers and not employees. One of the most crucial things we can do to mould the character of the next generation is to instil entrepreneurial ideals in them at a young age. As a result, teaching youngsters about entrepreneurship causes a greater mental shift in them, helping them to develop strong character traits like creativity, discipline, critical thinking, problem-solving skills, communication skills, time appreciation, self-control, and so on (Suzanti & Maesaroh, 2017).

5.5 Summary of the recommendations

The discussion on Theme 9 covered recommendations made to cashed-out entrepreneurs, prospective cashed-out entrepreneurs, policymakers, corporations, and the education sector.

Recommendations to other recycled entrepreneurs were mainly on strategic planning that includes goals and vision, financial management, diversification, researching, good management, and collaboration. There was a need to be alert on issues of cybersecurity while maintaining tight internal controls and solid financial management. Mopping about is discouraged. Entrepreneurs should be passionate, patient, and customer-oriented. The prospective recycled entrepreneurs were supposed to prioritize goals, experience, and benchmarking in the operations of the organization. Before exiting a company, market research should be conducted while maintaining connections with other entrepreneurs. Exit packages should be properly managed and that includes making wise investments. Linking with established companies was also a key

Recommendations to policymakers centred on exemptions on the payment of tax, ensuring effective implementation of policies, curbing corruption and fake products, having incubation programmes and controlling the competition between established and small businesses. The economy should be expanded to accommodate new trade and

liberalised immigration laws. Segregation of activities in the agricultural sector should be facilitated and CEDA and LEA should train entrepreneurs until they can stand on their feet

Recommendations to corporates were for them to understand the cycles of small businesses, lessen red tape, lowering interest rates, raise the standard of corporate governance, and revisit policies on SMMEs.

Recommendations to the education sector were that education should be results-oriented, practical entrepreneurship should be taught from the grassroots level, and the government should prioritize budgeting for education where the curriculum is STEM-oriented. More vocational institutions should come on board with support from internship programs. Universities should be linked with technological developments to train students in those technologies. From this summary the standing recommendations are reflected below.

5.5.1 Standing recommendations

Recommendations to corporates

- To enable thoughtful loan repayment programs, corporations like financial institutions should have entrepreneurship-experienced and skilled executives with some faith in and patience with SMMEs.
- To lessen the quantity of red tape, lower the high interest rates, and raise the standard of corporate governance, policies that deal with SMMEs should be revised.

Recommendations to policymakers

- The most important recommendation is for the policymakers to curb corruption in transacting business and fight fake products.

- Big companies should be distributors who subcontract to small firms, and small firms should be waived from paying tax to increase their participation in economic activities.
- The government should expand the economy by facilitating the growth of the manufacturing sector, improving infrastructure and trade laws on buying from manufacturers, and liberalizing immigration laws.
- The agricultural sector requires segregating the value chain and establishing the horticultural associations and markets.
- Institutions like CEDA and LEA should ensure that they nurture and develop an entrepreneur until they can stand on their feet while also having the capacity to identify hardworking entrepreneurs needing training and funding.
- Policies on entrepreneurship should be more intentional, implemented, and followed through up to the evaluation stage.

Recommendations to Educators

- Budgetary priorities should be placed on education, and more vocational institutions should focus more on teaching graduates, practical skills than academic knowledge. For example, a university could be connected to a specific automation system.
- A STEM (science, technology, engineering, and mathematics) curriculum in schools should encourage the grassroots teaching of entrepreneurship.
- Internships should be a part of education that is results-oriented.

Recommendations to other recycled entrepreneurs

- Recycled business owners should diversify while incorporating their goals and vision into strategic plans without copying others and keeping an eye on cybersecurity.
- Making a distinction between the owner and the company while implementing sound business procedures, such as internal controls and solid financial management, demonstrates the importance of leadership in business.

- Instead of moping about, the firm's proprietor should be passionate, patient, and customer-focused.

Recommendations to Prospective Recycled Entrepreneurs

- Ensure you have a goal and have already begun certain company operations in which you are experienced and have established benchmarks before leaving your job. When leaving, try not to burn any bridges.
- After performing market research, the exit package should be well thought out and include investment in assets that may be used to manage the firm. The package should finance the company operations within your limits because it is never enough.
- To avoid being selfish while ensuring that you run the company operations autonomously and without being corrupted, working with other entrepreneurs, getting mentored, and linking to established local and worldwide enterprises is vital.
- Never stop studying to promote creativity and investigate different tactics that will make it possible to provide your company operations with a competitive edge.
- Learn about entrepreneurship to acquire solid management abilities that include endurance, openness, honesty, and financial responsibility, with an emphasis on the long-term viability of the company

The next chapter deals with conclusions and recommendations for this study, whose focus was to develop a framework for entrepreneurial talent recycling to ensure the sustainability of SMMEs in Botswana.

CHAPTER SIX

CONCLUSIONS AND RECOMMENDATIONS

6.1 INTRODUCTION

Entrepreneurial talent recycling is the use of entrepreneurial talent to create and advance new entrepreneurial companies after making money by leaving a different organization (Mason & Brown, 2014:10). When skilled individuals leave a company following a successful exit or a firm collapse; they bring knowledge and insights that they may apply to launch new businesses or join scale-up companies that already exist (Spigel & Vinodrai, 2021). Recycling entrepreneurial talent is a key mechanism of resource circulation within ecosystems (Spigel & Harrison, 2017:159). According to academics, a financial system's ability to allocate and supply talented individuals is crucial to its vitality (Mayer-Haug *et al.*, 2013:1251). Badubi (2017:5) says that firms strive to be profitable when developing survival strategies such as mergers, acquisitions, and consolidation. The after-acquisition behaviour of the cashed-out entrepreneurs who go on to finance successful companies is not taken into account in such assessments (Mason & Harrison, 2006:55). The researcher of this study went out to find recycled entrepreneurs in Botswana in order to hear them articulate their experiences in sustaining their businesses. Little is known in Botswana about how successful cashed-out entrepreneurs are operating and sustaining their businesses.

The study's research findings and conclusions are discussed in this chapter. Recycled entrepreneurs, aspiring cashed-out entrepreneurs, policymakers, educators, and corporations all receive recommendations on ensuring the running and management of sustainable firms. The study's contribution, thoughts, suggestions for more research, and the researcher's views are offered.

The entire study is brought together in this last chapter. Combining the reasons behind the recycled entrepreneurs' entrepreneurial activity, their experience as recycled entrepreneurs, the business sustainability measures they implemented, the obstacles to sustainability and overcoming them, the influence of actors in the entrepreneurial ecosystem on sustainability and the benefits of local resources in the ecosystem, the impact of sustainability decisions on the entrepreneurs and others, the economic contributions they have made, and recommendations.

6.2 THE RESEARCH FINDINGS AND CONCLUSIONS

The accomplishment of the research objectives, the research findings, and the research conclusions are covered in this part.

6.2.1 The achievement of the research objectives

The study's primary objective was to develop a framework for recycling entrepreneurial talent to ensure the sustainability of SMMEs in Botswana. Based on that, make recommendations that prospective and existing recycled entrepreneurs may implement to ensure sustainable enterprises' continued operation and management.

The study's primary goal was to examine the sustainability of businesses in Botswana by recycling entrepreneurial talent. This goal was supported by several secondary goals focusing on recycling experience, ecosystem influence, obstacles to enterprise sustainability, and solutions to these obstacles. Nine research questions were developed to meet these goals. The resolution of these nine research questions ensured the study's goals were met. Research questions in studies precisely describe what the researcher hopes to learn or understand by doing the study. Without a specific, focused research question, it is challenging to determine how or what to research (Grove *et al.*, 2012). At the same time, researchers may understand that there is little chance of discovering any answers if they do not know what questions to ask (Doody & Bailey, 2016:21).

The nine research questions this study sought to answer were:

- 1: What motivated the recycled entrepreneurs to choose to go into entrepreneurship?
- 2: What experience do recycled entrepreneurs have in operating and managing businesses sustainably?
- 3: How do recycled entrepreneurs operate and manage businesses sustainably?
- 4: What challenges do recycled entrepreneurs meet in sustaining their businesses?
- 5: How do recycled entrepreneurs overcome challenges in operating and managing their businesses?
- 6a: How do the actors in the entrepreneurial ecosystem influence the sustenance of the recycled entrepreneurs' businesses?
- 6b: How did the recycled entrepreneurs benefit from the ecosystem's local resources in sustaining their businesses?
- 7: How do the recycled entrepreneurs' actions and decisions in sustaining businesses affect their lives and those of others?
- 8: What contributions have recycled entrepreneurs made to the Botswana economy through sustaining their businesses?
- 9: What recommendations on operating sustainable SMMEs do recycled entrepreneurs give to key role-players, other recycled entrepreneurs, or prospective cashed-out entrepreneurs within the SMME sector?

The investigation was carried out in two stages to find the answers to these research questions. The literature review or secondary data collecting procedure was phase one, and the empirical study or primary data collection method was phase two.

Phase one of the investigation involved the researcher consulting several secondary data sources and creating a two-chapter literature review (see Chapters 2 and 3). These literature review chapters summarized the viewpoints of academics who have

studied related topics and focused on entrepreneurship, the nature of SMMEs in Botswana, and the recycling of entrepreneurial talent.

The study's core data gathering was done in phase two. Twelve recycled entrepreneurs were interviewed using an exploratory, qualitative descriptive approach, as explained in Chapter 4 (p. 151). A semi-structured interview discussion guide was used to interview them (see Appendix B). The empirical study findings, based on the perceptions and experiences of the twelve recycled entrepreneurs about motivation, talent recycling experience, measures for sustainability, sustainability challenges, overcoming the challenges, ecosystem actors' influence and local resources benefits, sustainability decisions impact, economic contributions and recommendations were explored, described, and discussed in Chapter 5.

The nine research questions of the study and their answers are summarized in Table 6.1 using data from the primary and secondary research phases. The study's sections that address each of the research questions are included in the table. A summary description of the study findings that respond to each research question is also included in the table. The remainder of section 6.2 elaborates on the study outcomes and recommendations related to each research question.

Table 6.1: The answering of the research questions

Research question	Research findings	Source research	Secondary	Source Primary research
1. What motivated the recycled entrepreneurs to choose to go into entrepreneurship?	Recycled entrepreneurs are motivated by push and pull factors to become entrepreneurs.	Literature (Chapter 2, Section 2.2.2)	review	Theme 1: Motivation (Chapter 5, Section 5.4.1)
2. What experience do recycled entrepreneurs have in	Recycling entrepreneurial experience points to	Literature (Chapter 3, Section 3.6)	review	Theme 2: Talent recycling

operating and managing businesses sustainably?	having funding, recruitment of the right personnel, experience, skills, education, planning, and networking as pivotal to enterprise performance. Females recycle less of their talents. Less fear of failure is vital.		experience (Chapter 5, Section 5.4.2)
3. How do recycled entrepreneurs operate and manage businesses sustainably?	The sustainability of SMMEs depends on durable resistance to external shocks, social sustainability, economic sustainability, and environmental sustainability.	Literature review (Chapter 3, Section 3.3)	Theme 3: Measures for sustainability (Chapter 5, Section 5.4.3)
4. What challenges do recycled entrepreneurs meet in sustaining their businesses?	Challenges to the sustenance of SMMEs centre on vulnerability to both internal and international competition, lack or limited access to markets, poor work ethics, financial inadequacies, lack of competitiveness, limited management skills, lack of transparency, minimum asset base, women having fewer role models, bureaucratic money lending arrangements, insufficient or no advertising, lack of business acumen.	Literature review (Chapter 3, Section 3.4)	Theme 4: Sustainability challenges (Chapter 5, Section 5.4.4)
5. How do recycled entrepreneurs overcome challenges in operating and managing their businesses?	Overcoming challenges involves institutional entrepreneurship, political entrepreneurship, entrepreneurial	Literature review (Chapter 3, Section 3.4)	Theme: Overcoming challenges (Chapter 5, Section

	collaboration and effectuation, optimism, and expanding business ideas.		5.4.5)
6a) How do the actors in the entrepreneurial ecosystem influence the sustenance of the recycled entrepreneurs' businesses? 6b: How did the recycled entrepreneurs benefit from the ecosystem's local resources in sustaining their businesses?	6a) Actors are influenced by Collegiality, sharing knowledge, leadership, finance, support services, talent, and networking 6b) Local resources benefits centred on social, political, cultural, and economic elements	Literature review (Chapter 5, Section 3.10)	Theme: Ecosystem Chapter 5, Section 5.4.6)
7. How do the recycled entrepreneurs' actions and decisions in sustaining businesses affect their lives and those of others?	The impact of decisions are: a) To self: Positive- entrepreneurial acumen is associated with prestige and visions of riches, resilience, success, power, emotions of empowerment, and greater self-worth Negative-Stress, burnout, anxiety, mortality, emotional exhaustion, diabetes, lower levels of sanity on necessity entrepreneurs, b) To others: Positive- employees experience motivation, satisfaction, sense of purpose, and enthusiasm. Negative- family and	Literature review (Chapter 5, Section 3.9)	Theme: Sustainability decisions impact (Chapter 5, Section 5.4.7)

	friends get stressed and anxious		
8. What contributions have recycled entrepreneurs made to the Botswana economy through sustaining their businesses?	Economic contributions are economic vibrancy, growth of robust ecosystems, provision of knowledge, capital, know-how, networks, institution builders, and entrepreneurial philanthropy.	Literature review (Chapter 5, Section 3.8)	Theme: Economic contributions (Chapter 5, Section 5.4.8)
9. What recommendations on operating sustainable SMMEs will you give to key role-players, other recycled entrepreneurs, or prospective cashed-out entrepreneurs within the SMME sector?	Recommendations to key role players Recommendations to key other recycled entrepreneurs Recommendations to prospective recycled entrepreneurs	Literature review (Chapter 5, Section 3.5)	Theme: Recommendations (Chapter 5, Section 5.4.9)

6.2.2 Motivation for Entrepreneurship

The first research question of the study sought to explore what motivates recycled entrepreneurs to enter self-employment. The summary of the secondary and primary research findings is in Table 6.2.

Table 6.2: Summary of findings on the motivation theme

Push factors	
Secondary research findings	Primary research findings
• There is no option to make a living • Coercion to open a business • Family obligation	• Job not beneficial • Frustration with job • Resigned • At odds with reality • Didn't want to be destitute

• Forced job losses • Unavailability of vacancies • Frustration with current lifestyle	• Can't be an employee forever • For Survival • No more employment • Reached no option zone • Retired
Pull factors	
Secondary research findings	Primary research findings
• Identified an opportunity • Family obligation • Availability of finances • Childhood influences • Age • Education • Role models • Support networks	• Social development- employ more people, enhance lifestyle, leave the salary comfort zone. • Environmental factors- fewer capital requirements, government helping SMMEs, following government policy, recruited by a friend • Higher-income- profit making, growing industry, boosting economy, for paying school fees, can't see cash monthly. • A desire for independence- wanted to own a business, establish one business, practice in the industry, get financial assistance, have a competitive advantage, and save money. • Need for achievement- find opportunities, personal advancement, passion and interest, seeking adventure, felt had a calling, the best alternative.

The study concluded that recycled entrepreneurs are motivated by numerous factors to recycle their entrepreneurial skills. The empirical findings support this conclusion as the research participants cited various motivating factors, such as the job not being beneficial, frustration with the job, being at odds with reality, not wanting to be destitute, reaching no option zone, employing more people, enhance lifestyle, following government policy, recruited by a friend, can't see cash monthly, wanted own business, had a competitive advantage, personal advancement, passion and interest, and felt had a calling. Several recycled entrepreneurs had pull and push factors that motivated them to recycle their talents. This meant that no sole factors were responsible for motivating them to recycle their entrepreneurial skills. Researchers have found that a variety of

push-and-pull situational factors, including the individual entrepreneur's current dissatisfaction with their lifestyle, family environment, childhood influences, work history, age, education, role models, and support networks, can encourage people to engage in entrepreneurial activities(Guttermann, 2021:13).

Pull and push factors are the reasons that encourage repurposed entrepreneurs to participate in entrepreneurial activity. Examples of the push factors, which indicate that entrepreneurs are motivated by external causes, include rewards, leaving the firm, and job unhappiness(Özsungur, 2019:115). Pull forces pique people's enthusiasm to find meaningful jobs due to the desire for independence, the pursuit of independence, self-fulfilment, prosperity, elevated social position, and the potential for utilizing one's skills and abilities (Uddin *et al.*, 2014). The motivating elements mentioned by research participants, classified as push and pull variables, are summarized in Table 6.3.

Table 6.3:Motivational factors for the research participants

Push factors	Pull factors
• Job not beneficial • Frustration with job • Resigned • At odds with reality • Didn't want to be destitute • Can't be an employee forever • For Survival • No more employment • Reached no option zone • Retired	• enhance lifestyle • government helping SMMEs • recruited by a friend • profit-making • boosting economy • wanted own business • got financial assistance • had competitive advantage • had saved money • personal advancement • find opportunities • passion and interest • felt had a calling

While it is noted that both push and pull factors motivated recycled entrepreneurs to get self-employed, pull factors were more prevalent in the interviews. Van der Zwan *et al.* (2016) compared the differences between business owners motivated by opportunity

and necessity regarding their socioeconomic characteristics, personalities, and perceptions of entrepreneurial support using business owner survey data for the United States and 32 countries in Europe and Asia. They concluded that people are more likely to be attracted to entrepreneurship than forced. However, (Fairlie & Fossen, 2020:28-29) it is challenging to neatly dichotomize the underlying motivations for starting a business because, for example, economic swings are likely to impact all of these elements, not just one in isolation. This is why it isn't easy to distinguish between opportunity and need entrepreneurship. In support of this conclusion, the empirical evidence concurred; Participants 1, 2, 3, 4, 5, 8, 9, 11 and 12 cited both push and pull variables for drawing them into recycling their talent. Starting a business is a complicated process that incorporates a range of incentives and stimuli, according to Birley and Westhead (1994:14). As such, the borderline between need and opportunity entrepreneurship, according to de Vries *et al.* (2020:458), is less clear-cut than previously assumed.

Notwithstanding the discussion above, the empirical evidence shows that participants 6, 7 and 10 initiated recycling their talents due to pull factors. At the same time, the other 9 had a combination of factors that motivated them to recycle their talents. It is evident thence that all participants were affected by pull factors. The pull factors had a greater influence on the participants than the push factors. Pull factors should have a greater influence on the sustenance of businesses and the entrepreneurs being more entrepreneurial due to their presence in all the entrepreneurs. Caliendo *et al.* (2023) concur by asserting that company owners motivated by opportunity motives would focus on activities that lead to accomplishing goals like implementing their business plan. Such objectives are linked to an individual's internal drive and potential to transform knowledge into novel concepts. Therefore, opportunity reasons should favourably affect performance indicators for these activities, such as being inventive or growing the company into new markets or areas. Such motives are conveyed by Participant 1, who said the following when asked why he decided to recycle his talent:

“ for obvious reasons, profit-making. Then because that’s the core of any business and then there is... as an addition to that now you are looking at

personal advancement, growing the industry so that you can employ more people and in that case that is how you know that you are enhancing other people's lifestyle."

6.2.3 Talent recycling experience

The study's second research question sought to explore the experience of the recycled entrepreneurs from when they started recycling their talent up to the stage where they are now. The summary of the findings from both the secondary and primary research is illustrated in Table 6.4.

Table 6.4: Summary of findings on talent recycling experience theme

Secondary findings	Primary findings
• having funding • recruitment of the right personnel • having experience contributes to the enterprise's performance • past enterprising encounters • having skills contributed to the business outcome • having education influences the potential to come across and leverage an entrepreneurial opportunity successfully • planning is fundamental to all other business activities • planning can lessen the uncertainty of results • Entrepreneurs, therefore, dance to the market's variable rhythm and tempo • a founding group linked to venture performance • networking as pivotal to enterprise performance • vulnerability of newness and smallness are responsible for the fatality of small and new enterprises	• Moved out of my comfort zone • Exciting experience • Different kinds of satisfaction working for myself • Good to see excited customers • Highs and lows • Feel good going through challenges • Opportunity to grow • Makes you work hard • Feel blessed • Have lessons to share • Opportunity to change lives • Now a player and not a spectator • Architect of own business • It's hands-on • Celebrate 50% achievement • It's about profit • networked • Work experience may not correspond with entrepreneurship • Adult businesses are disadvantaged • Being alert for new opportunities • Creating multiple streams of

• an external economic shock can cut linkages and weaken an entrepreneurial community and culture • Females recycle less their talents • Less fear of failure is vital	income • Check population • Competitive edge • Don't copy • Right employees • Extreme corruption

The study concluded that the participant had a broad spectrum of experiences from when they started recycling their talents to when the interviews were conducted. The period of their experiences ranged from 12 months to 16 years. Among the things cited to indicate their experience was that their experience was exciting, moved them out of their comfort zone, it was good to see excited customers, there were highs and lows, they felt good going through the challenges, the opportunity to grow and so forth. The participants went through all these experiences due to their desire to sustain their businesses. This is supported by the definition of entrepreneurship, which considers an entrepreneur to be someone who exercises agency and initiative, accepts responsibility and accountability for making things happen, can come up with creative ideas, and manages the risks associated with the procedures (Makgosa & Ongori, 2012:249). Additionally, despite challenges and problems, the entrepreneur perseveres to see things from a new angle (Johnson, 2001). In agreement, Participant 9 summarizes what the participants went through as cashed-out entrepreneurs.

"You know, it's just a feel good to be going through all those challenges. Yes, there is no comfort, and there is no job security. You are not guaranteed a salary if you don't work or eat. That comfort is not there. The comfort of being guaranteed a salary at the end of the month. But there is still a different kind of satisfaction working for yourself because you face challenges. You go through so many things. But it's worth it because you know the real vision, you know it's your dream, it's your baby, and it's different."

The study concluded that the participants' negative and positive experiences were identifiable in statements in which participants said the experience had highs and lows. This is corroborated by Grant (2011:363), who researched the current state of stress in business owners or managers and came across a respondent who commented that each time he started a business, he swore he wouldn't do another one. Still, after trying something else, he would return to entrepreneurship because he liked it more. Participant 1 confirmed this by stating this about his experience:

“It has been quite a challenging journey with its highs and lows.”

Table 6.5 displays the highs and lows of the participants.

Table 6.5: The highs and lows of recycled entrepreneurs

High experience	Low experience
• Exciting experience • Different kinds of satisfaction working for myself • Good to see excited customers • Feel good going through challenges • Opportunity to grow • Feel blessed • Have lessons to share • Opportunity to change lives • Now a player and not a spectator • Architect of own business • Celebrate 50% achievement	• Moved out of my comfort zone • Makes you work hard • It's hands-on • Work experience may not correspond with entrepreneurship • Adult businesses are disadvantaged • Extreme corruption

The study concluded that despite the low experience, recycled entrepreneurs have significant satisfaction in sustaining their businesses. Indeed, several studies have shown that entrepreneurs report higher job satisfaction than other workers (Blanchflower & Oswald, 1998; Bradley & Roberts, 2004; Eden, 1975; Hundley, 2001; Prottas & Thompson, 2006). According to Grant (2011), successful entrepreneurship is about balance. Feldman and Bolino (2000) described the work situation of entrepreneurs in

terms of a series of trade-offs: balancing autonomy with social isolation, schedule flexibility with time off, opportunities to create wealth with financial risk/job insecurity and freedom from bureaucracy with developing new markets and new staff.

Besides the highs and lows, the study concluded that recycled entrepreneurs opened new businesses after considering their alertness for new opportunities, the market, the uniqueness of their product or service, funding, business structures, and need attractiveness. These are considered in the realm of pull factors. Lin *et al.* (2017:212) confirmed cultural and social norms, lifestyle, entrepreneurial aptitudes, perceived opportunities, perceived capabilities and fear of failure, and intention of starting a new business.

Participants cited the need or causes to leave a business as relevant industry shift, permanent loss and environmental factors. These factors are in the realm of push factors. When firms face financial distress, profitability ratios, including ROA leverage ratio and debt to total assets, could be considered pre-warning signals to leave a business (Manodamrongsat *et al.*, 2020:145).

6.2.4 Measures for sustainability

The third research question of the study sought to establish how recycled entrepreneurs operate and manage businesses sustainably. The summary of the findings from both the secondary and primary research is illustrated in Table 6.6.

Table 6.6: Summary of findings on business measures for sustainability

Business sustainability measures	
Secondary findings	Primary findings
• durable resistance to external shocks • social sustainability • economic sustainability • environmental sustainability	• Customer service • Leadership • Stakeholder awareness • Economic sustainability • Knowledge

	• Operational skills • Social sustainability • External locus of control • Emotional and Intelligence • Having several entrepreneurial talents

The study concluded that the participants put in place various measures to ensure that their enterprises are sustainable. This is acknowledged in the study as participants identified the following as the measures that they put in place to ensure the sustainability of their SMMEs: Customer care, leadership, stakeholder awareness, economic sustainability, business knowledge, business operational skills, social sustainability, external locus of control, being emotionally strong and intelligent as well as having several entrepreneurial talents. They demonstrated how important it is for businesses to prioritize sustainability. The participants' measures are mostly anchored on economic viability, being socially equitable and ethical. To a lesser degree, the participants talked about being eco-friendly and environmentally sustainable. Thus, the study concluded that the participants viewed sustainability as economically, socially and environmentally friendly. However, the participants were, to a lesser degree, aware of the need to be environmentally friendly. This concurs with a study by Ligthelm (2010:148), who found that several factors were noted as playing a role in business sustainability, namely, improving productivity transformation of the items dedicated to introducing novel goods, reducing labour costs, handling costing procedures, and focusing on clients' services.

Brouwer (2012:232) recognised that enterprises' sustainability depends on balancing economic efficiency, stakeholder participation, inventiveness, ability to change, and transparency. The participants understand that SMME sustainability is a company's ongoing capacity to demonstrate enduring resilience to external shocks (Prabawani, 2013:193). However, according to Savitz (2013), a profitable company committed to protecting the environment and improving the lives of its stakeholders is said to be sustainable. Table 6.7 demonstrates how the participants perceived business

sustainability. The measures of sustainability provided by the participants were grouped into economic, social and environmental factors.

Table 6.7: Business Sustainability Measures

Type of sustainability	components
Economic	• Leadership • Economic sustainability • Knowledge • Operational skills • Having several entrepreneurial talents
Social	• Customer service • Stakeholder awareness • External locus of control • Emotional and Intelligence
Environmental	• Stakeholder awareness

It is clear from the table above that the participants do care about the environment to a lesser extent. Sustainability is not just about SMMEs' bottom line. Additionally, it depends not only on financial resources, diversity, customer service, or industry structure. SMMEs should balance sustainable practices and financial rewards (Ramlal, 2020:21). Onyali (2014:197) stresses that an enterprise should always arrange for three separate economic, social and environmental sustainability bottom lines. It is well recognized that SMMEs' business activities have contributed to environmental deterioration, which has led to environmental issues like pollution, greenhouse impacts, and ecological imbalance (Ramlal, 2020:21). SMMEs should be encouraged to be more environmentally friendly in their operations.

Participants mostly talked about Operational skills as a measure of sustainability, with a frequency of 58, followed by entrepreneurial talents and leadership, with a frequency of 48 each.

In their study, Naidoo and Urban (2010), which focused on the significance of operational skills towards business sustainability, confirm that those operational skills are positively linked with SMMEs' sustainability. The study concluded that operational skills contribute immensely to business sustainability.

6.2.5 Sustainability challenges

The fourth research question explored the challenges faced by the participants in ensuring the running of sustainable businesses. Table 6.8 illustrates the findings from both the secondary and primary research.

Table 6.8: Business Sustainability Challenges

Secondary findings	Primary findings
• vulnerability to both internal and international competition • lack or limited access to markets • poor work ethics • financial inadequacies • lack of competitiveness • limited management skills • lack of transparency • minimum asset base • women have fewer role models in bureaucratic money-lending arrangements • insufficient or no advertising • lack of business acumen.	• Financial inadequacies • Employee limitations • Exiting challenges • Limited management skills • Exogenous shock • Resource inadequacies • Limited access to the market • Lack of competitiveness • Poor work ethics

The study concluded that the participants encountered several challenges in ensuring their businesses remained viable. This is confirmed in the study as the participants cited the broad challenges they encountered as financial inadequacies, employee limitations, exiting challenges, limited management skills, exogenous shock, resource inadequacies, limited access to the market, lack of competitiveness, and poor work ethics. Vignesh and Yoganandan (2020:248) corroborate the challenges by stating that the top five

major problems challenges faced by every entrepreneur are developing the business, financial investment, business team, and good employees. Vermunt *et al.* (2019:891) argue that most studies mention barriers in general terms and lack conceptual clarity on how barriers may differ across various business models for sustainability. The different business model challenges can be classified into two broader categories: internal problems related to the firm and external barriers related to its environment.

The study concluded that the participants faced internal challenges: financial inadequacies, employee limitations, exiting challenges, limited management skills, resource inadequacies, lack of competitiveness, poor work ethics, and external challenges in the form of exogenous shock, as well as limited market access. The participants mainly face internal challenges, with financial inadequacies being the most talked about the challenge and external challenges in the form of exogenous shock and limited market access. In concurring with the study findings, Fong *et al.* (2020:223) discovered that developing a business idea and vision, raising start-up capital, and choosing the ideal location are among the most frequent internal challenges. In contrast, competition, unforeseen business challenges, and locating satisfied customers are the most frequent external challenges. Participant 7 stated the following about sacrifices made due to financial challenges:

“And the other challenges were the finance to buy big equipment. So, it was not easy with finances, considering the little money I got from the army. The money had to be shared between the family and these company needs. And to do that, you must prioritize the business and make it grow to feed the family.”

6.2.6 Overcoming challenges

Overcoming challenges is the next area of attention in this section. The fifth research question of the study explored how recycled entrepreneurs overcame the challenges they encountered in operating and managing businesses sustainably. The summary of the findings from both the secondary and primary research is displayed in Table 6.9.

Table 6.9: Summary of findings on overcoming business challenges

Overcoming business challenges	
Secondary findings	Primary findings
• Institutional entrepreneurship • Political entrepreneurship • Entrepreneurial bricolage and effectuation • Being optimistic • Expanding business idea and vision to potential investors • Researching the target market • Analysing competitive products • Reading inspiring materials	• Personal resilience • Social sustainability • Marketing • Support services • Operational strategies • Financial awareness • Customer care

From the study findings, it can be concluded that the recycled entrepreneurs used various strategies to overcome challenges: Personal resilience, social sustainability, marketing, support services, operational strategies, financial awareness, and customer care. In agreement with what the participants are doing, Agwu and Emet (2014) encourage overcoming obstacles by examining management, human resources, and marketing issues from the inside out. Amoa-Gyarteng (2023), in support of the strategies used by the participants, points out that the Effectuation and Bricolage techniques, which emphasize internal resourcefulness and making the most of what is available, regardless of long-term profitability, can be used by entrepreneurs to overcome financial challenges. These strategies stress the value of embracing accessibility, cooperation, experimentation, and ongoing learning while promoting a resource-oriented approach to company planning. Fong *et al.* (2020:223) identify being optimistic towards challenges as another way of solving challenges an entrepreneur faces. In concurring with the other researchers, Shekar *et al.* (2021) propose in their study that SMMEs should continuously rearrange their skills in response to the quick changes in technology, business practices, and marketing. Participant 1 rearranged his working conditions as follows:

“At one stage, I had some of the employees on an ad-hoc basis, like when there was a job, especially in construction. Usually, it’s a cost-cutting measure to

answer one of the previous questions on the sustainability of the business. You wouldn't want to have full-time employees when there is no business. So, in the construction business, you have those identified as employees, and you only call them in when you have a job."

It can be concluded that the participants used operational strategies to a greater extent to overcome challenges to sustainability. Operational strategies had the highest frequency of 46, followed by personal resilience with 38. (Lewis & Slack, 2014) corroborate this, claiming that any business and management should be concerned with operations strategy. Any form of organization's success and any function's contribution to the enterprise can be greatly impacted by it, not only now but in the long run. Fisher *et al.* (2016) explored resilience in a sample of 215 founding entrepreneurs and also concluded that resilience in entrepreneurs comprises hardiness and persistence and predicts entrepreneurial success. Thus, operational skills and an entrepreneur's resilience are crucial in overcoming entrepreneurial challenges. Operational skills have already been noted as an important measure of ensuring enterprise sustainability.

6.2.7 Ecosystem

The sixth research question of the study explored the ecosystem theme in two parts. Firstly, the study wanted to establish how the actors in the entrepreneurial ecosystem influenced the sustenance of the recycled entrepreneurs' businesses and, secondly, how the recycled entrepreneurs benefitted from the ecosystem's local resources in sustaining their businesses. The summary of the findings from both the secondary and primary research for the first part of the ecosystem research question is displayed in Table 6.10.

Table 6.10: Summary of findings on business sustenance influence of actors in the ecosystem

Influence of ecosystem actors on business sustenance	
Secondary findings	Primary findings

• Collegiality • sharing knowledge • leadership • finance • support services • talent • networking	• Entrepreneurs work together • Cultural practices helpful to business • Travel agents market business • Learn from partners • Borrow from friends • Neighbours share resources • Corporates are clients • Feedback from clients

From the primary findings, it can be concluded that the participants benefitted severally from the actors in the ecosystem in sustaining their enterprises. The participants pointed out that they benefitted in the form of working together with other entrepreneurs, cultural practices that were a form of business and facilitated other businesses' operations, travel agents who marketed businesses, partners who shared their knowledge, friends who lent resources, neighbours who shared resources, feedback from clients and corporates who were clients. Mason and Brown (2014) support ecosystems' continued existence since they are crucial because business performance is frequently heavily mediated by these relational and externalized factors. The information and communication ecology produced by face-to-face interactions, co-presence, and co-location of individuals and businesses within the same city or region is referred to as the "local buzz". It is formed by company clusters (Bathelt *et al.*, 2004:38).

Mason and Brown (2014) further underline the importance of the ecosystem's actors, as the buzz is made up of specific information and ongoing updates of this information, learning processes that take place in both planned and unplanned encounters, the mutual understanding of new knowledge and technologies, as well as shared cultural traditions and habits within a particular technology field that encourage the creation of conventions and other institutional arrangements. Participant 7 demonstrated how collaboration enhances their business performance in the ecosystem.

“Entrepreneurs also assist. Luckily, there are three other local owners of such properties, and we work together regarding ideas and collaboration. Remember,

if one client comes from the USA, they can't just come to see one place. It's too far for them to come just to one place. So, they normally want us to have a circuit coming from the Maun area and ending up at Victoria Falls or vice versa. So, we can develop a circuit where a client arrives in Vic Falls, leaves Vic Falls, drives to Maun and does 3 or 4 other properties. It gives him a wholesome experience because the areas differ from where we are. Some people only have dry land activities like driving and walking in the game park and water activities like the 'mekoro'. We have scenic flights. So, we share different aspects of the business with other entrepreneurs”.

The downside related to actors was the difficulties they faced from the government, mentors, competition, politics, funding and corruption. Erik (2013) concurred, adding that bad government policies, excessive taxes and levies, an uncertain political climate, a lack of investors, and a lack of collaboration between entrepreneurs and research or higher education institutions negatively impact the African entrepreneurial ecosystems.

The summary of the findings from both the secondary and primary research for the second part of the ecosystem research question is displayed in Table 6.11.

Table 6.11: Summary of findings on how entrepreneurs benefitted from the ecosystem's local resources.

Benefits from local resources	
Secondary findings	Primary findings
• social • political • cultural and • economic elements benefits	• Influence from institutions • Beneficial cultural elements

The study concluded that the participants benefitted from the local resources through the influence of the institutions and the cultural elements that provided business. Sardeshmukh *et al.* (2020:40) confirm that entrepreneurial ecosystem resources provide

enterprise activity with the inputs it needs, just as enterprise activity adds to the ecosystem's resources. In agreement with the participants, Spigel (2017) claims that regional resources like shared cultural understanding, a common labour pool, and social networks enable knowledge spillovers that are helpful in business, which underlines the advantages of ecosystem local resources.

However, local resources had inflation and technology as impediments to benefitting from them. Rising prices are connected to diminished investor confidence, reduced savings incentives, and the deterioration of financial and public sector balance sheets, which are all effects of high inflation, which is frequently correlated with slower growth and financial crises (Ha *et al.*, 2019:15). Perera *et al.* (2014:10) concurs with the technological challenges by identifying a series of challenges facing smart cities which usually host entrepreneurial ecosystems as lack of integration between government systems; lack of interoperability, standardization, availability, and compatibility of software, systems, and applications, invasion of privacy, theft of personal data; and socio-cultural barriers (trust, social acceptance, resistance to change, usability, digital illiteracy).

6.2.8 Sustainability decisions impact.

The seventh research question explored how the recycled entrepreneurs' actions and decisions in sustaining businesses affect their lives and those of others. The summary of the findings from both the secondary and primary research on the impact of sustainability decisions on the entrepreneur is displayed in Table 6.12.

Table 6.12: Summary of findings on sustainability decisions' impact on the entrepreneur

Sustainability decisions impact on entrepreneur	
Secondary findings	Primary findings
Positive • prestige and visions of riches	Impact on relations • Family benefits

• resilience • success • power • emotions of empowerment and greater self-worth	• Social life improves • Like the independence • Feel so powerful Impact on health • Network enable relaxation • Health improves • The standard of life goes up • Business sustains you • Feel good satisfaction • Motivating • Challenges help you grow
Negative • Stress • Burnout • Anxiety • Mortality • emotional exhaustion • diabetes • lower levels of sanity on necessity entrepreneurs	Impact on relations • Family suffers • Social life suffers • Leisure time is less Impact on health • Stress and burnout • Anxiety • Overwork

The study concluded that the participants experienced both a positive and negative impact on their relations and health due to making sustainability decisions for their enterprises. On the positive side of relations, it was confirmed by the participants when they cited that the family benefits, their social life improves, and they liked the independence from making sustainability decisions on their businesses. It has been proven that owning a business gives the owner freedom and independence to do as they choose, as well as the attention and respect they receive from the relationships they make with customers and from the media's coverage of their actions. as well as the fulfilment that comes from living a life that fulfils one's goals (Diyorova & Karakhodjaeva, 2023).

On the positive side of their health, participants confirmed the conclusion by citing that from making sustainable decisions, they got some relaxation from networking, their health improved, their standard of life went up, business sustained them, and they felt very satisfied, motivated and the challenges made them grow. Diyorova and

Karakhodjaeva (2023) support the discussion by mentioning that business owners have personal fulfilment when they can do what they desire. Visentin *et al.* (2020) validate the benefits of running a sustainable business by noting that entrepreneurs are usually ambitious, enterprising, and self-motivated and have clear business goals. It can be helpful to be in command of one's affairs and feel independent since these feelings can lead to feelings of empowerment and increased self-worth, which may positively affect one's mental health (Visentin *et al.*, 2020:460). Entrepreneurs' well-being is higher than that of other workers despite the challenges of running a small business (Shir *et al.*, 2019).

From a negative perspective, the participants cited that family and social life suffer, while leisure time is less due to operating sustainable enterprises. Diyorova and Karakhodjaeva (2023) corroborate this by positing that if there is a bad month or two in operating a sustainable enterprise, there is a possibility of losing the friendship and support of colleagues. A Danish study found a link between starting a business and getting sedative/hypnotic prescriptions for both the entrepreneurs and their spouses, supporting what the participants had already stated and suggesting that starting a business may be associated with increased stress for both the entrepreneurs and their families (Dahl *et al.*, 2010). Visentin *et al.* (2020) state that the idea that all of the job duties put a lot of pressure on the work-life balance since a company owner can't always go home and put work on hold until the next day further supports the participants' opinions. These responsibilities can make daily life more difficult and aggravate already weak personal and familial ties. Participant 7 could not compromise on business sustainability and had some sad news for their wife:

"It affects a lot, especially your wife. Your wife can come and say yesterday I saw my friend. She was driving a Toyota GD6, so can you please buy that for me? While you know the company is not doing well or sustainable, for you to take out that P1 million, it will create a big gap."

Still, on the negative perspective of the impact of sustainable decisions, the participants cited stress, burnout, anxiety and overwork as consequences. Visentin *et al.* (2020)

support the participants' claims by stating that small businesses occasionally lack the tools needed to assist owners in coping with feelings of isolation, which are frequently made worse by financial challenges and are all substantial drivers of stress and worry. Small business owners usually have to fulfil various obligations, which increases role stress, unlike workers, who frequently have well-defined roles (Cocker *et al.*, 2012).

To ensure that the negative impacts do not consume one, Participant 3 had the following to say:

“When you start to go into entrepreneurial activities, establish your own business, the most important thing, the first thing is like what I said; the first thing is the goal and endurance because if you don’t have the endurance, you can easily fall.”

The summary of the findings from both the secondary and primary research on the impact of sustainability decisions on others is shown in Table 6.13.

Table 6.13: Summary of findings on sustainability decisions' impact on others

Sustainability decisions impact on others	
Secondary findings	Primary findings
Positive: employees experience • motivation, • Satisfaction • sense of purpose • and enthusiasm Negative: family and friends • get stressed, • and anxious	Positive: • Survival and social life of employees • Employee family benefits • Inspired young ladies • Corporate social responsibility • Educate employees • Shape activities of others • Act as advisor • Create employment • Add value to the lives of others • Preservation of ecosystem Negative: • Clients affected by high prices • Friendships ruined • Employees do overwork

	• Affects employee health

The study concluded that the participants impacted others positively and negatively when they made decisions about their enterprises' sustainability.

The participants confirmed the above conclusion when they cited the following as evidence of how they impacted others positively: Survival and social life of employees, employee family benefitted, inspired young ladies, performed corporate social responsibility, educated employees, shaped activities of others, acted as advisor, created employment, added value to the life of others, and preservation of the ecosystem by being eco-friendly. Participant 6 said the following about being environmentally friendly.

“Also, what we do is preserve the ecosystem in the Delta by ensuring that we are eco-friendly. We are not abusing the environment.”

In alignment with what the participants said, Ozgen and Baron (2007) claim that entrepreneurs are willing to share their expertise with others in their entrepreneurial environment and frequently wish to enhance the lives of others (such as their families, clients, and younger co-workers). Tschelisnig and Westerlaken (2022:177) studied the effect of sustainability at work on employee motivation and happiness. They concluded that implementing sustainable ideas at work offers employees a feeling of purpose. The interviewers also believed that these activities increase workplace excitement and satisfaction.

As a positive contribution to other people's lives, Participant 4 argued:

“We employ some people, and these people can sustain their families. So, somehow, we have created employment. You know, if I had not employed those guys. They would not be employed, and their families would suffer. They can put something on the table because of my business. They can plan for their lives”.

On the negative side, the participants cited that their clients were affected by the high prices they would charge to remain sustainable. They also cited that friendships were ruined, and employees were overworked, affecting their health. This was corroborated by Visentin *et al.* (2020), who asserted that it's conceivable the family and close friends of the business owner would experience stress and anxiety as a result of needing to support and assist the owner. Participant 7 pointed out what often happens negatively with friendships:

“When it comes to friends – friends would want to have time with you, but you don’t have the time, and some want favours from you but can’t do it, which will ruin the relationship. You can’t work like you are school boys anymore.”

6.2.9 Economic contributions

The eighth research question wanted to determine the contributions made by recycled entrepreneurs to the economy in sustaining their businesses. The summary of the findings on economic contributions from the secondary and primary research is portrayed in Table 6.14.

Table 6.14: Summary of findings on economic contributions

Economic contributions of recycled entrepreneurs	
Secondary findings	Primary findings
• economic vibrancy • grow robust ecosystems • provision of knowledge • capital • know-how, and networks • institution builders • Entrepreneurial philanthropy	• Food security • Economic growth • Construction of schools and houses • Employment creation • Transport provision • Corporate social responsibility • Role models • Training

The study concludes that the participants have contributed to Botswana's economy through their ability to sustain their businesses. To confirm this, the participants

identified their contributions: Food security, economic growth, construction of schools and houses, employment creation, transport provision, corporate social responsibility, role models, and training. Kritikos (2014:8) validates the participants' argument, stating that businesspeople generate job possibilities for themselves and others. Following the participants, it is also observed that recycled entrepreneurs often devote a portion of their freshly amassed time, wealth, and skills to a new entrepreneurial activity with economic interests (Mason & Harrison, 2006:58). Kantis (2018:32) discovered that mature entrepreneurial ecosystems are mostly the result of the reusing of entrepreneurial talent as former successful entrepreneurs operate accelerators, incubators, or even entrepreneurial capital firms. Participant 1 acclaimed his obligations to the nation by stating that.

"I have never defaulted voluntarily regarding taxation issues, knowing that money is not for me alone. It's for the benefit of the entire citizenry. You have to meet a taxation obligation. It's for the benefit of the entire country".

Participant 2 argues that the economic benefits are national and regional.

"And our contribution is not limited to Botswana. It is international. Even transport you can offer someone who will do their grocery in South Africa or Zambia; remember, this is also part of the Africans' livelihood. Cross-border trade. So, transport is not locally based but regionally".

Participant 9 talked about being exemplary in the community and encouraging others to emulate them.

"Research, research because most people would maybe admire a successful entrepreneur and say I want to be like her. I am going to do what she is doing."

She continued to underline her point by explaining how she impacts the youths by stating the following.

"And also, the changing of the mindset of the youths. I feel like I have made a sustainable contribution to the economy because now, more and younger people

are seeing that entrepreneurship is a risk but is a risk that is worth taking. You know it's not something to fear".

Cowdrey (2012) supports the claim above by noting that entrepreneurs search for solutions rather than giving up when faced with a challenge. They will sense an opportunity where others see difficulty.

6.2.10 Recommendations given

The last request was to establish the participants' recommendations to ensure the operation and management of sustainable SMMEs. The participants made recommendations to key role-players, other recycled entrepreneurs, or prospective cashed-out entrepreneurs.

6.2.10.1 Recommendations to key role-players

Among the key role players are policymakers, corporations, and educators. Recommendations to corporates are as follows:

6.2.10.1.1 Recommendations to corporates

- To enable thoughtful loan repayment programs, corporations like financial institutions should have entrepreneurship-experienced and skilled executives with some faith in and patience with SMMEs.
- To lessen the quantity of red tape, lower the high interest rates, and raise the standard of corporate governance, policies that deal with SMMEs should be revised.

6.2.10.1.2 Recommendations to Policymakers

- The most important recommendation is for the policymakers to curb corruption in transacting business and fight fake products.
- Big companies should be distributors who subcontract to small firms, and small firms should be waived from paying tax to increase their participation in economic activities.
- The government should expand the economy by facilitating the growth of the manufacturing sector, improving infrastructure and trade laws on buying from manufacturers, and liberalizing immigration laws.
- The agricultural sector requires segregating the value chain and establishing the horticultural associations and markets.
- Institutions like CEDA and LEA should ensure that they nurture and develop an entrepreneur until they can stand on their feet while also having the capacity to identify hardworking entrepreneurs needing training and funding.
- Policies on entrepreneurship should be more intentional, implemented, and followed through up to the evaluation stage.

6.2.10.1.3 Recommendations to Educators

- Budgetary priorities should be placed on education, and more vocational institutions should focus more on teaching graduates practical skills than academic knowledge. For example, a university could be connected to a specific automation system.
- A STEM (science, technology, engineering, and mathematics) curriculum in schools should encourage the grassroots teaching of entrepreneurship.
- Internships should be a part of education that is results-oriented.

Table 6.15 is the summary of recommendations to key role players.

Table 6.15: Summary of recommendations to key role players

Role player	Recommendations
Corporates	Have corporate executives with entrepreneurship experience and patience for loan repayment

	programs. Revise SMME policies to reduce red tape, lower interest rates, and improve corporate governance.
Policymakers	Policymakers should reduce corruption in business transactions and combat fake products. Big companies should subcontract small firms A tax waiver for small firms is imperative. The government should promote manufacturing sector growth, improve infrastructure and trade laws, and liberalize immigration. Segregation of value chains, horticultural associations, and markets is essential for agricultural success. CEDA and LEA should nurture and develop entrepreneurs and identify hardworking ones needing training and funding. Intentional implementation and evaluation of entrepreneurship policies are required.
Educators	Prioritize education and vocational institutions for practical skills. STEM curriculum promotes entrepreneurship in schools. Internships should be a result-oriented component of education.

The second group of recommendations was made to other and prospective recycled entrepreneurs.

6.2.10.2 Recommendations to other recycled entrepreneurs

- Recycled business owners should diversify while incorporating their goals and vision into strategic plans without copying others and keeping an eye on cybersecurity.
- Making a distinction between the owner and the company while implementing sound business procedures, such as internal controls and solid financial management, demonstrates the importance of leadership in business.
- Instead of moping about, the firm's proprietor should be passionate, patient, and customer-focused.

The summary of recommendations for other recycled entrepreneurs is in Table 6.16.

Table 6.16: Summary of recommendations for other recycled entrepreneurs

Entrepreneur	Recommendation
Other recycled entrepreneurs	Recycled business owners should diversify while incorporating goals, vision, and cybersecurity into strategic plans. Business leadership involves distinguishing between owner and company, implementing sound procedures, and maintaining integrity. The firm proprietors should be passionate, patient, and customer-focused.

6.2.10.3 Recommendations to Prospective Recycled Entrepreneurs

- Ensure you have a goal and have already begun certain company operations in which you are experienced and have established benchmarks before leaving your job. When leaving, try not to burn any bridges.
- After performing market research, the exit package should be well thought out and include investment in assets that may be used to manage the firm. The package should finance the company operations within your limits because it is never enough.
- To avoid being selfish while ensuring that you run the company operations autonomously and without being corrupted, working with other entrepreneurs, getting mentored, and linking to established local and worldwide enterprises is vital.
- Never stop studying to promote creativity and investigate different tactics that will make it possible to provide your company operations with a competitive edge.
- Learn about entrepreneurship to acquire solid management abilities that include endurance, openness, honesty, and financial responsibility, with an emphasis on the long-term viability of the company.

Table 6.17 is the table containing the summary of recommendations for prospective recycled entrepreneurs.

Table 6.17: Summary of recommendations for prospective recycled entrepreneurs

Entrepreneur	Recommendations
Prospective recycled entrepreneurs	Prioritize goals, experience, and benchmarks in company operations before leaving and maintain connections. Market research guides exit packages, including asset investments and financial limits for managing firm operations. Run autonomously, avoid corruption, collaborate with entrepreneurs and mentors, and link with established enterprises. Study creativity and explore tactics for a competitive edge in your company. Acquire entrepreneurship management skills for long-term company viability.

The next discussion focused on the theoretical basis of the study.

6.3 THE THEORETICAL BASIS FOR THE STUDY

Table 6.18 shows the connection between the study's theoretical underpinnings and the research questions and themes.

Table 6.18: Connections between the study's theoretical underpinnings, research questions and themes

Research question	Research theme	Theory category	Relevant theory
1. What motivated the recycled entrepreneurs to choose to go into entrepreneurship?	Motivation	Motivation theories Sociological entrepreneurship theories	• McClelland's (1961) desire for achievement theory • The push and pull theory • Resource-based entrepreneurship theory
2. What experience do	Talent recycling experience	Sociological theories of entrepreneurship	• Cochran's theory of entrepreneurship

recycled entrepreneurs have in operating and managing businesses sustainably?			• Schumpeter's theory of economic development • social network theory
3. How do recycled entrepreneurs operate and manage businesses sustainably?	Measures for sustainability	Managerial Theories	• Contingency Theory • Theory of the firm • Stakeholder theory of entrepreneurship (Freeman 1984), • The resource-based entrepreneurship theory • Theory of financial capital and liquidity • Social network theory
4. What challenges do recycled entrepreneurs meet in sustaining their businesses?	Sustainability challenges		
5. How do recycled entrepreneurs overcome challenges in operating and managing their businesses?	Overcoming challenges		
6a: How do the actors in the entrepreneurial ecosystem influence the sustenance of the recycled entrepreneurs' businesses? 6b: How did the recycled entrepreneurs benefit from the ecosystem's local resources in sustaining their businesses?	Ecosystem	Entrepreneurial Ecosystems theories	• Cluster Theory (Marshall 1890) • Process Theory (Van de Ven & Poole, 1995). • Resource dependence theory (Johnson, 1995) • Social capital theory (Bourdieu, 1986) • Network Theory (Fredericks & Durland, 2005) • Knowledge Spillover Theory (Audretsch 1995)

7: How do the recycled entrepreneurs' actions and decisions in sustaining businesses affect their lives and those of others?	Sustainability decisions impact	Family Theories	• Parson's structural-functional theory • Family systems theory • Feminist theory
8: What contributions have recycled entrepreneurs made to the Botswana economy through sustaining their businesses?	Economic contributions	Entrepreneurship economic contribution theories	• Richard Cantillon's theory (1755) • The theory of entrepreneurship • Schumpeter's Innovation theory • Marshallian theory • Constructivism and Experiential Learning Theory • Bandura's social learning theory • Theory of economic growth • Evolutionary economics theories

6.3.1 Motivation theories

This section will discuss the motivation theories relevant to the study, particularly McClelland's (1961) desire for achievement theory, the push and pull theory, and resource-based entrepreneurship theory. The motivation theories are relevant to research question 1 and the theme of Motivation.

6.3.1.1 Motivation and McClelland's desire for achievement theory

Participant 3, on being asked why he joined entrepreneurship, responded as follows;

"I compared myself to my classmates whom we finished together at the same time at the university (a beep sounded) at the masters level. I discovered that I

had not achieved it. I have not achieved while some of my colleagues have improved.”

According to McClelland, the need for achievement involves the desire to master objects, ideas, and other people independently and to increase one's self-esteem by exercising one's talent(Wallace *et al.*, 1987). Participant 3 quit his job to enhance his performance and how he perceived himself since he was dissatisfied with how much he had accomplished as an employee. Still, concerning the desire for achievement, Participant 4 said:

“I left my employment because I didn’t want to work, to keep on working for somebody for very long. I had made a target to work until I was 45 and move on to have my things. So, I moved and relocated from that company or work because I wanted to have something for myself.”

6.3.1.2 Motivation and the push and pull theory

According to Kirkwood (2009), men and women seemed equally driven to establish a business by a mix of push and pull forces. Push factors are pressures that urge someone to do something, and they are often negative (Uddin *et al.*, 2014:104). Participant 5 thus said in answer to why he became an entrepreneur;

“I didn’t want to end up being destitute.”

Pull factors are those reasons that attract the employee to a new place of work. These factors inspire individuals to start their work willingly and enthusiastically. Pull factors are those elements that entice an employee to a new place of employment and motivate them to begin their job eagerly and freely(Uddin *et al.*, 2014:104). In line with that, Participant 6 said,

“So, I decided to open my own business to explore that side of me to see my capabilities and if I can do it myself, how far can I go?”

6.3.1.3 Motivation and resource-based entrepreneurship theory

According to Alvarez and Busenitz (2001a), the resource-based entrepreneurship theory describes actions such as opportunity searching, resource organization and combination, resource assembly into a business, and production of diverse outputs by the firm that are superior to the market. In terms of opportunity-seeking behaviour, Participant had this to say,

‘there is a place called Pitsane, which is in the Barolong area in the Good Hope district. It’s the second biggest village or town in that district. So, there was only one shop there, and for me, it was an opportunity to build a shop, a second one, and that is what I did’.

6.3.2 Sociological theories of entrepreneurship

The sociological theories are relevant to this study, as demonstrated by Cochran’s theory of entrepreneurship and Schumpeter’s theory of economic development discussions.

6.3.2.1 Talent recycling experience and Cochran’s theory of entrepreneurship

Cochran’s theory of entrepreneurship explains the entrepreneurial approaches of an individual from standpoints like occupational hazards that he encounters and expectations he has from his profession (Otaghsara & Hosseini, 2017; Pawar, 2013). Participant 1 had wanted to venture into air charter services but failed due to other reasons that included finance, and this is what he said,

“You get your package and go into business. By the way, the kind of business that I was, I had wanted was this air charter services, but it’s expensive because I am a trained pilot, though I couldn’t do that for other reasons.”

Many of the experiences centred on challenges like what Participant 2 also said,

“I think I should use the word interesting or challenging because once you start to do your things, you are put in a position to think outside the box. You are put in a

position; you are moved out of your comfort zone because normally when you are working, you know there is a salary coming even if you sleep, even if you do not go to work; even when you do this, you are assured of the 25th cheque. 25th salary is coming in, but you are at the helm regarding your venture. If you do not work, you cannot expect water to come out of the reservoir if you do not put water inside that reservoir. So, you wouldn't; you will not be able to reap anything if you don't work for it".

6.3.2.2 Talent recycling experience and Schumpeter's theory of economic development

Schumpeter sees entrepreneurs in a different form and believes entrepreneurs are innovative. According to Schumpeter and Backhaus (1934), Schumpeter saw development as a historical process of structural changes mostly fuelled by innovation. He classified these changes into five categories:

1. the launch of new products,
2. the use of novel production techniques,
3. debut of a brand-new market
4. Finding a fresh supply of raw resources,
5. Implementing a new organization source.

As far as introducing a new product and novel production techniques are concerned, Participant 10 said,

'And the other thing is I remember when a client says they need a solution. I will give an example when they said; please build us a call centre so if they say that there are suppliers who sell this equipment, who are certified to sell them. Hence, we register with them, the suppliers or the distributors to get technical support. So, we learn a lot from those suppliers because they take us for seminars and trainings. So that makes us sharper in terms of executing a better system.'

For the opening of a new market, Participant 8 had this to say,

“I said to this guy. If I bring it to you my costs will increase. If you go to the farm yourself, the product will be cheaper. That has turned their mindset. Even produce, instead of taking the produce to the market, I have tried to convince a number, and people are happy about it.”

The new market is at the farm to cut costs for both the farmer and the customers.

On discovering a fresh supply of raw materials, Participant 10 eliminated the distributor and registered with the manufacturer for his raw materials. This is what he said,

“Okay, with that, one remembers most of the technological accessories or equipment from South Africa. But it is quite interesting nowadays because we are no longer looking into South Africa only because, remember, South Africa, those are distributors who get from manufacturers in, for example, Spain. So nowadays in Botswana, we register with manufacturers in Spain and say who would like to distribute this and this one?”.

The above is evidence enough of the relevance of Schumpeter’s economic development theory. The social network theory was another theory of interest.

6.3.2.3 Talent recycling experience and social network theory

Social interactions are key in social network theory to convey information, channel personal or media influence, and facilitate attitudinal or behavioural change (Liu *et al.*, 2017:1). According to the participants, their connections involved friendships and supporting each other. Of interest in the social network theory is the aspect of diffusion of innovations that occurs between individuals or organizations in a social system, taking the form of friendship, advice, communication, or social support (Liu *et al.*, 2017:6). To that effect Participant 1 said the following on taking advantage of friends,

“The key aspect here is to know who to approach, and if you are lucky, you can have, you can make friends with those who have been established, and then you can use their credit facilities.”

Participant 8 and his colleagues suggested the use of politicians to diffuse their ideas;

“Sometimes you must use your politicians if you don’t have a lobby group. You will have a politician and tell him; please go to parliament and bring out this motion.”

6.3.3 Managerial Theories

The next group of theories are the management theories, which relate to sustainability measures in managing and operating businesses. Addressing sustainability issues is about addressing challenges and overcoming them. The theories in this section are relevant to challenges and overcoming them as they all fall in the same realm with sustainability measures.

6.3.3.1 Measures for sustainability and the contingency Theory

The leadership-managerial-adaptation theory of management, or contingency theory, states that the leader seeks to adapt to various situations(Shala *et al.*, 2021:2). Participants adapted to situations in various ways to ensure sustainability and overcome challenges. Participant 9 did the following,

“I don’t always have projects my employees work on an ad-hoc basis. I work on an ad-hoc basis when I have a project. I have allowed them to go for other opportunities if nothing from me. But then they also feel good knowing they are the first go-to persons when I have a project. They come in when I have a project and are not busy. We do the work, and they explore others once the project is finished.”

Participant 7 had to go to school to comply with the requirements in his industry, and this is what he said,

“For me, I wasn’t schooled, and when I started, I was under the wings of somebody, and this is when I took the opportunity to go to school at Sibili

and be given lectures on how to handle chemicals, how to use this, and how to use that.”

Notwithstanding the desire to comply with some institutions’ requirements, Tobora (2014:39) found that bureaucratic bottlenecks and inefficiencies in the management of incentives exist in Nigeria and inhibit rather than support the growth of SMMEs. Participant 11 complained;

“So, at times, you just feel kuri (that) you are stuck because you will wait for the government to complete their processes, but they are taking too long to complete those processes. So you end up struggling where you might have gotten help.”

Even paying tax can be a barrier if not properly regulated. According to Tobora (2014:39), multiple regulatory bodies and taxes are sometimes present in the entrepreneurial environment, historically leading to a high cost of doing company. Participants lamented the tax burden on SMMEs;

“For small businesses, you can at least make or give them a waiver for the first 3-5 years. Don’t expect them to pay the 21% income tax. Or at least leave the VAT part and waive them from paying the income tax.”

6.3.3.2 Measures for sustainability and the theory of the firm

Dew *et al.* (2004) Identify three requirements for the company theory, each of which must be able to solve one of three key issues: Why do businesses exist? What factors determine their breadth and scale? Why do certain businesses endure while others don't? Alternatively, The Theory of the Firm aims to clarify three things: why companies exist, how they are founded, and what they do for the economy (Spulber, 2009). The questions will be addressed while demonstrating the importance of each to maintaining the company. Participant 10 did the following to cut costs,

“Because with us nowadays you can’t say, plus with technology, not quite a lot of people come to your office, but you can have your office at a good location,

reasonable rental price and people nowadays use emails. Use it with your clients; you talk to them and cut costs.”

The above citation explains the rationale for the existence of a firm in terms of the firm’s need to economize on costs, such as transaction costs, agency costs, and supervision and monitoring costs (Dew *et al.*, 2004:659). Participant 1 also identifies assisting others as justification for the existence of the firm, albeit unhappily,

“In most cases, I would have this weakness of assisting people, and I would just give you the money. I don’t expect you to pay back the money with interest because you are a small business. Just take, use, and bring what is mine. If you have something to thank me for, you will do it later, but for now, I want you to supply it and then bring back my money.”

The following citations from the participants address why firms are founded. Participant 1’s example on creating employment is cited,

“One of the biggest cryptocurrencies has just fallen out with billions of money being lost, and about 5,000 jobs have been lost recently. The owner, the founder, has mismanaged that business, and he owes more than his liabilities, which are more than his assets. He may have overinvested his funds in other businesses, and now he is failing to recover, and 5,000 jobs have just been lost. I was listening to the news on France24 this morning.”

Creating employment through the sustenance of businesses also benefits the economy but is not the only benefit. The participants cited other benefits, including what Participant 3 said,

“We don’t charge VAT, but pay VAT in anything we do. So, we have contributed in that area. So, these are some of those things that we have contributed to the economy of Botswana. In terms of employment, in terms of tax, and in terms of imparting knowledge.”

6.3.3.3 Measures for sustainability and the stakeholder theory of entrepreneurship

Right now, sustainability is crucial to an organization's survival. The desirable balance between the advantages and drawbacks of economic activity is implied by this complex process of transformation when it is recognized that social, economic, and environmental factors are not just constraints but rather a component of a larger analytical framework that responds to stimuli and dynamic relationships with stakeholders at various organizational levels (Uribe *et al.*, 2018:16). Participants did various activities to ensure the sustenance and overcoming challenges of their enterprises through how they related with stakeholders. Participant 5 underlined the following in complying with labour regulations,

“So, when it comes to finances, the most important thing is to ensure that your workers are paid properly, and then they work for the required time and have off days. All those things are considered. Time is a factor. If you go wrong, you are in trouble. Then, you are expected to have regular meetings with them. You are also expected to develop and train them like that.”

Participant 5 continues to show the value of complying with labour regulations by stating that,

“Just show them (employees) you have their welfare at heart. When they feel you have their welfare at heart, you tend to benefit a lot. The business benefits. They are important because if they are not there and the initial idea doesn't work now, you collapse, and the business collapses”.

However, some employees can impede the growth of an SMME.

“Like if I am to give you an example, the lodge one. I had one guy I trusted but only realised much later that the guy had been stealing money. You see people come into the lodge. He decides not to register them because you are not there. You don't have cameras; you are not there. He is a big person. Then the next thing, while the person is on leave, you get people coming like, for instance,

people from the Ministry of Health came to say we were here for ten days, and we are now looking for receipts because we didn't take them. We want to go and retire in peace."

Participant 7 raised a very interesting point by arguing that,

"And one of the most important factors is that your business has to be apolitical. You have to go out of politics. You have to be neutral in these things. That's how you sustain yourself because you must be careful when dealing with the government. After all, if the government of the day changes, you will now go back to stage one."

He underscores the importance of how you deal with the government as a stakeholder to ensure sustenance and overcome business challenges. The above examples in this section demonstrate the relevance of the stakeholder theory in the study.

6.3.3.4 Measures for sustainability and the resource-based entrepreneurship theory

According to the resource-based entrepreneurship theory, entrepreneurs typically seize opportunities without first assessing their ability to capitalize on them and only do so when formulating their strategies (Bula, 2012a:88). Participant 1 embarked on an enterprise in an unfamiliar area because of job frustrations. He said,

"It's a bit complicated because there wasn't any experience in the business field and a bit of frustration with this kind of job that you will be basing your life on a salary".

Participant 9 had an exciting story when she took over the company her father was running. She reminisces at how she began without much in terms of resources,

"In the beginning, I was blank. kkkkkk. I didn't know what I was getting myself into. I was blank, but I wanted to do this, and I would take the risk. People were like are you sure? Are you sure? They were trying to make

me doubt. But I was like, yes, I am sure. My family was very supportive of that decision. They supported me through that decision, and I thought, you know what, there will always be people to assist if anything happens to me. Kkk Just as I was getting excited and I was getting in, learning the ropes, I started at the very lowest level. All my father gave me was a piece of paper with my name. He did not give me capital; he did not give me anything. So, I had to do everything from scratch.”

6.3.3.5 Measures for sustainability and the theory of financial capital and liquidity

The need for financial resources is a crucial component of entrepreneurship (Yadav *et al.*, 2018:6). Ngeek (2016:354) asserts that business owners rely on financial resources to expand, invest, and develop. However, this does not prevent someone from starting a new business with minimal initial capital (Simpeh, 2011:5). Refer to the discussion in the above section. Participant 6 had to ensure he had capital considering that developing a tourism product required a lot of capital and he said,

“So, in terms of cashing out, it was a matter of getting my pension fund, which I was legible to get at my resignation. It wasn’t significant, but I already saved some funds over the years. I also got some assistance from the financial providers.”

Some of the participants depended on borrowing to realize financial liquidity. Participant 3 is a good example.

“Even borrowing, even borrowing, taking a loan, taking a loan from friends. So, we have done that, and we are still doing that.”

However, a study conducted in Nigeria pointed out that lack of adequate credit for SMMEs, traceable to the reluctance of banks to extend credit to them owing, among others, to poor documentation of project proposals as well as inadequate collateral by SMME operators (Tobora, 2014:39). Participant 7 argued that he could not get

assistance financially from banks and he was not at liberty to put up his house as security nevertheless;

“Finance houses, I knocked on every door but to no avail. They were not helping. As I said, when they give you their finances, they like security, and I was not at liberty to put my house as security. Then I said I had to keep pushing because I was not meeting their demands. So, I didn’t get any assistance from financiers for finances”.

6.3.3.6 Measures for sustainability and the social network theory

Social interactions are key in social network theory to convey information, channel personal or media influence, and facilitate attitudinal or behavioural change (Liu *et al.*, 2017). Participant 1 hinted at the relevance of this theory when he pointed out the importance of encountering established companies that can help overcome some procurement challenges,

“Yes, if you are lucky to get those people. They can even offer to use their credit facility to assist you, but it comes at a cost.”

Subordinate to this is the theory of weak ties, defined as social relations requiring little investment, and they are composed mostly of acquaintances or other loosely connected actors, as opposed to kin or close friends. The problem with loosely connected actors is noted in what Participant 1 said.

“So, the core issue here is honesty with the associates. They will tell you, let’s do it with your company, yet they know behind their backs they have already arranged to use you as a pawn. As I said, you put all your effort into tendering to get the right prices, yet they have already corrupted the person inside. ”

6.3.4 Entrepreneurial ecosystems theories

This section identifies theories that relate to the theme of Ecosystem. The theories of focus are the cluster theory, process theory, resource dependence theory, social capital theory, network theory, and knowledge spillover theory.

6.3.4.1 Ecosystem and the cluster theory

Fubah and Moos (2021) accept that Alfred Marshal coined the term "cluster" between 1890 and 1919 and that it refers to businesses concentrated in a single neighbourhood or business sector. Vorley (2008) reveals that the socio-cultural interaction between specialized enterprises in a particular region explains the increase in returns of such firms, suggesting that such relationships give resources and expertise that improve firms' competitiveness and, consequently, provide high returns. The grounding of this study in the cluster theory is explained below by Participant 6 who operates in the Tourism industry.

"Entrepreneurs also assist. Luckily, there are three other local owners of such properties, and we work together regarding ideas and collaboration. Remember, if one client comes from the USA, they can't just come to see one place. It's too far for them to come just to one place. So, they normally want us to have a circuit coming from the Maun area and ending up at Victoria Falls or vice versa. So, we can devise a circuit where a client arrives in Vic Falls, leaves Vic Falls, drives to Maun and does 3 or 4 other properties. It gives him a wholesome experience because the areas differ from where we are. Some people only have dry land activities like driving and walking in the game park and water activities like the "mekoro." We have scenic flights. So, we share different aspects of the business with other entrepreneurs."

A "mokoro" plural "mekoro" is a dugout canoe that is poled from the rear (McIntyre, 2010:33) and used in the Okavango Delta and on the Chobe River in Botswana. Paradoxically, Participant 8 said the following.

"Yes, other entrepreneurs have assisted us. We compete, but at the same time, we have to work together."

6.3.4.2 Ecosystem and the process theory

Process theory refers to the evolution of organizations, businesses, and systems over time (Fubah & Moos, 2021:5). This theory backed this study as some enterprises were noted to have progressed in what they were doing. Participant 9 had her activities and other entrepreneurs impacted negatively by Covid 19 but fought hard to sustain her enterprise.

“So that was a bit of a shock when it hit, but I still survived. I still pulled through. I still found other ways to work even during the pandemic. And I started very small. I am one person – you know, I started with the smallest job like going to fix a gate, and then from fixing a gate, I fixed a toilet, and from fixing a toilet, I painted a fence. From painting a fence, I built a two-and-a-half house and a bedroom house; from there, I did a school. It was just like literally from small to big.”

Participant 7 appreciated the progress he has made so far through discipline.

“you know income in the company- you don’t have to mix business with leisure. These are two different things, and when dealing with a business, you have to know that you have your salary so that you don’t have to say I am the Managing Director, so everything is there for me. So that’s how you have to do things. Discipline! You have to have the best discipline, which motivated me for the company to be where it is now. It’s growing almost every year and growing very fast”.

6.3.4.3: Ecosystem and the resource dependence theory

Kholmuminov *et al.* (2019) say that the resource dependency theory pertains to how an organization's external resources impact the organization's behaviour. All organizations rely on resources for survival, and other organizations create these resources. Participant 8 underscored the relevance of this theory when he talked about the

seemingly retaliation tactics South Africa is performing due to the closure of the border to some South African agricultural produce,

“And then the costs again. The costs of the seeds. For some reason, you need to buy the seeds in South Africa, but because we are stopping this, the South African suppliers decided to pitch the seed price. Now your inputs are going up.”

6.3.4.4: Ecosystem and the social capital theory

Fubah and Moos (2021:7) explain that social capital is all social relationships and social structures that provide members of a network with resources such as knowledge, human capital, and information. Participant 8 belonged to a women’s group to get more information about her industry

“I do have other strategies that I use as an individual- just being sharp and determined, marketing myself, positioning myself, knocking on doors, getting mentors. I am also a part of Botswana Women in Construction, which is a strategy to be well-positioned to know more about this industry as a young woman. I am part of the EXCO (Executive Committee of Botswana Women in Construction).”

Similarly, Participant 8 discussed how they work with the other businesses and the Botswana President,

“High-Level Consultative Council. (HLCC). It meets once every year and is chaired by the President himself, where the private sector goes there with various issues. To go and say to the government, if you want this economy to grow as the government, they can talk about issues around the tax policy, tax rates, you name it. Agricultural policies, support systems, welfare, health, and myriad issues. That is the pinnacle, but below that, there are pressure groups, NGOs, and others that lobby the government.”

6.3.4.5 Ecosystem and the network theory

Network theory investigates interactions between actors rather than their individual qualities (Fredericks & Durland, 2005). The participants have shown in the previous examples that they cooperate and compete simultaneously in their interactions. To further back this, Participant 2 said,

“The presence of other players, for example, those in the same business, is positive in one way, in that they also make you create networks. When you create networks, you work together to share ideas and experiences, and you learn one or two tricks from them, which you also implement in your business. So, these actors in the same business must also be partners because you learn a lot from them”.

The interaction is quite complex, considering what Participant 2 again said,

“Various actors have various agendas in the business ecosystem. If you look at other entrepreneurs doing the same business as me, they pose competition. And in that way, you need to be strong to be viable; otherwise, you find yourself closed out.”

6.3.4.6 Ecosystem and the knowledge spillover theory

Knowledge is a priceless asset for all organisations, but it must be shared so others may use it (Jones & Ratten, 2021). This suggests that, as opposed to when they operate in isolation or with minimal contact or interconnection, knowledge spillover only happens when people or companies engage with one another (Fubah & Moos, 2021:9).

Participant 8 did a lot of research to understand the industry he had joined, including engaging with other farmers.

“Let me say, I read, I read a lot. I did a bit of desk studying. I visited several farmsteads. I networked with friends, and, of course, the little experience I had even growing up in my tax career, I kept learning many things about farming. I had a lot of information from various sources. Some of it is experiential. You go out and see what your guys and your friends are doing. Sometimes, you go to

the farm, get impressed, and then say, this is what I want to do. But of course, you research and establish the pros and cons.”

Participant 11 helped other entrepreneurs, and he said,

“I am now moving to other entrepreneurs like small business owners and general dealers. I have done a lot of consultancies involving those guys. I was trying to advise the guys to tell them that when you do your books and financial statements, you are not doing them for the bank. You are not doing it to submit income tax. You are doing it for your good. For the good of your business”.

6.3.5 Family Theories

This section provides the theories that back issues related to the impact on self and others of the decisions participants took for their enterprises' sustainability.

6.3.5.1 Sustainability Decisions impact and Parsons' structural–functional theory

According to Parsons, structure refers to the members of the family (parents, child, and kin), and function refers to how families satisfy physical and psychological needs for survival and maintenance (Hayden & Hastings, 2022). In support of this principle of Parson's structural-functional theory, almost all the participants indicated that they consulted their family members before embarking on entrepreneurship. This was given the impact such a career would have on the family. Participant 7 remembers how difficult it was to make decisions for the family and the business, as he said.

“So, with finance, it was not easy considering the little money I got from the army. The money had to be shared between the family and these company needs. And to do that, you must prioritize the business and make it grow to feed the family.”

The family suffered in the short term but benefitted in the long run. Participant 2 also narrated his experience in how the decisions he made impacted him and his family,

“The fear of the unknown. The fear of how I am going to make it. How am I going to survive under (entrepreneurship)? That grips you in the initial stages. After that fear, you have to live. So, you tell yourself, even if I continue to fear, I have kids to take to school, I have to pay fees, I have to pay rent, I have to look after my family, I have to look after myself. So, you sit down and try to say what is next? What do I do next? So, what I did is once I, the moment I got my package already, I had the idea, as I said in the beginning, that I wanted to venture into transport because it was a fast cash business as compared to consultancy.”

Fast cash was wanted to cater to families' daily needs and curb pressure from family demands.

6.3.5.2 Sustainability Decisions Impact and the family systems theory (power)

People have a certain amount of power over their lives and can influence and participate in decision-making within their relationship networks. (Twist & Murphy, 2019). This tends to highlight instances where one person exerts dominance over another by acts of influence or the capacity to make choices on behalf of all the parties to a relationship (Twist & Murphy, 2019). Participants indeed made sustainability decisions that affected other parties connected to their enterprises. Participant 6 micro-managed his product to keep it on track, but usually, employees are not agreeable to running an enterprise in that fashion. He had his reasons, as he said the following;

“So basically, at the present moment, because it’s still new, I am micro-managing many aspects for two reasons. 1. I am learning, so I need to understand what happens and what needs to happen exactly. 2. For the business to run according to my vision, I have to be there to make sure staff understand where I am coming from and where I am going so they can think along the same lines regarding the business. So that even in my absence in the future, in case of anything, they would think as I would think.”

Participant 4 acclaimed the value their sustainable enterprises had in employees' lives when he said,

"We employ some people, and these people can sustain their families. So, somehow, we have created employment. You know, if I had not employed those guys. They would not be employed, and their families would suffer. They can put something on the table because of my business. They can plan for their lives."

6.3.5.3 Sustainability decisions impact and the feminist theory

Feminist theories are varied and diverse. All analyse women's experiences of gender subordination, the roots of women's oppression, and how gender inequality is perpetuated, and offer differing remedies for gender inequality. Feminist theories come in many different forms. They all examine how gender inequality is maintained, the causes of women's oppression, the experiences of gender subordination among women, and various solutions to gender inequality (Jones & Budig, 2008). Participant 8 ventured into the construction industry, which is male-dominated, and this was her sad experience in some instances.

"There were so many challenges; obviously, it is a male-dominated industry. So, being a young woman, it is the main challenge to say what I am doing in a male-dominated industry. No one takes you seriously when you are a young woman trying to compete with the big guys".

She remained bold despite the insinuations of gender subordination.

"you know, sometimes these things can get to you as an individual, like on a personal level. You know you are in a meeting and can see that you are being addressed differently, and you are trying to be very strong. And you are kind of like losing faith in yourself. I have been in situations where I am in a meeting. I can see the challenge of being in a male-dominated field coming into play in a boardroom where you are not being taken seriously in the job, and you are being treated in a certain way. People think you are a kid, you know, and what you say is not important. When you walk out, you feel maybe this is not for me. Maybe I

can't do this. But then, as I said, I have a strong support system, and I am like, you know, I will surprise these people. I am going to prove these people wrong. Then I come back stronger, and I shock them."

6.3.6 Economic theories of entrepreneurship

This section identifies the theories that back the study on its investigation of the economic benefits the participants made in their pursuit of recycling their entrepreneurial talent.

6.3.6.1 Economic benefits and the Richard Cantillon's theory (1755)

Richard Cantillon (1755) was the first to recognize the crucial role of the entrepreneur in economic theory. He recognized that changes in demand and supply in a market create opportunities for buying cheaply and selling at a higher price and that this type of arbitrage would bring equilibrium to a competitive market (Rocha, 2012:4). Participant 8 demonstrated this kind of behaviour when he changed the mindset of other traders to buy at his farm cheaply rather than make him bring the produce and add the related costs to his selling prize. The traders would profit more in that arrangement than when they brought the produce to the market. Participant 8 said the following;

"I encourage the buyers to go to the farm at their costs, not me. I said to this guy. If I bring it to you my costs will increase. If you go to the farm yourself, the product will be cheaper. That has turned their mindset. Even produce, instead of taking the produce to the market, I have tried to convince a number, and people are happy about it."

Participant 3 operates sustainably without charging value-added tax, but he pays tax to the government.

"We have contributed. So, paying VAT. We don't charge VAT but pay VAT in anything we do. So, we have contributed in that area. So, these are some of those things that we have contributed to the economy of Botswana."

This implies that the participant finds it profitable to offer cheaper services that attract more customers to his business while making it more competitive.

6.3.6.2 Economic benefits and the theory of entrepreneurship

The entrepreneurship theory, specifically the entrepreneurial value creation theory, explains the entrepreneurial experience, from the entrepreneurial intention and opportunity discovery to the growth of the entrepreneurial competence and appropriation of the entrepreneurial reward (Mishra & Zachary, 2015). In the second value creation stage, the enterprise develops or acquires dynamic skills to maintain growth and profitability. The venture may seek external resources such as venture capital or strategic alliances to develop dynamic skills. Participant 9 created employment by engaging experts in her construction enterprise, while reinforcing her capabilities in the industry. She said the following,

“So, there is that trust element that you are new, or what makes you think I can trust you with my house? So, I have that, which is why I roped in professionals to answer your previous question. Look, I have experts in my team, and we do the right thing.”

Participant 6 sought financial assistance from the bank to develop dynamic skills for his tourism product(lodge)

“There are several actors who influence the business. From a financial perspective, the banks or financial institutions are financing the project.”

During the appropriate entrepreneurial reward, usually the money paid for goods or services delivered, the entrepreneur pays employees, taxes to the government, and corporate social responsibility. In line with that, Participant 7 explained,

“The contributions that I have made for you to have a business, you must pay tax. This tax goes back to the government coffers, and you must submit it in time to avoid being a defaulter. We also have some internship students helping the

government pay their salaries. These are part of the contributions to the economy that we are making. We have contributed to charitable organizations like SOS, where you put P10 000 there and make a difference in somebody's life and the country's economy".

6.3.6.3 Economic benefits and Schumpeter's innovation theory

Walia and Chetty (2020) The major objective of entrepreneurs is to create new goods and technology that can result in significant changes and enable them to alter the paradigm completely. The way the participants subscribed to this way of doing things was discussed in section 6.3.2.2. According to Schumpeter, an entrepreneur is an inventor who is in charge of accomplishing things that have never been done before or doing them in a novel way (Śledzik, 2013:90). Participant 10 eliminated the distributor in his procurement process to cut costs and getting technical direct support from the supplier.

"Remember, if you are to get equipment from a distributor in South Africa, this is a distributor, it's not the manufacturer. So now certain information is also distorted when looking for technical support."

As already noted, Participant 8 also used the cost perspective to change the mindset of his customers. He compared his farm prize to the market price and urged his customers to get produce at his farm as it would be cheaper. This is how he explained it,

"Look here, if I am going to have a crate of tomatoes for P100, the Farm Gate price is P250, and you are driving from Gaborone, and you are using petrol of P20 to go and buy at the farm, so you are saving. So go to the farm."

At his farm, a crate of tomatoes would cost P100, and the customer would use petrol for P20, and in total, the crate would be P120. This would be cheaper than another shop selling the same crate of tomatoes at P250. He is, therefore, doing things differently to benefit the customer. This is in line with the Marshallian theory, in which entrepreneurs

are identified as being responsible for ensuring production function in a company, identifying opportunities, reducing costs, and increasing profits(Walia & Chetty, 2020).

According to evolutionary economics theories, entrepreneurs are motivated by their past experiences to launch new businesses comparable to their former employers but apply fresh strategies that enable them to create new sources of value (Klepper, 2007). Participant 10 started a business related to what his previous employer did, albeit on a smaller scale.

“Since I had practice within this industry for quite several years, which was 11 years, I discovered that this is a talent. I should stick to the trade. Because I realized the trade is within my fingertips now”.

6.3.6.4 Economic benefits and the constructivism and experiential learning theory

Participant 3 explained that when the economy is performing well, they get employees, especially from the private sector, for training.

“If the economy is going well, definitely the private sector, the players in the private sector will be able to generate revenue, and from the revenue they have generated, they will look to send, get, especially from the government policies of HRDC, they look to send their employees for training at the college.”

A constructivist learning perspective implies that knowledge and skills can be improved in different ways without necessarily any one ideal solution (Jonassen, 1991) This is in keeping with the constructivist learning approach, which suggests that there isn't always a single best technique to increase knowledge and abilities(Jonassen, 1991:28). According to the learning theory known as constructivism, individuals or groups of learners actively create knowledge and meaning from their experiences(Narayan *et al.*, 2013). Participant 2 explained the impact of the training that they do,

“Technically, in terms of training, training is about knowledge and skills. Suppose I train 1,000 people per year. I have given knowledge to 1,000 people who might

be managers in 1,000 companies, which will cascade to almost everybody. And that's how much contribution we make as small entrepreneurs at a small scale."

The participants also claim that they are role models. Participant 9 proudly said the following in terms of inspiring other young ladies;

"By the way, I should have mentioned this also in how it has affected others. I found that I have inspired a lot of young ladies because this is an industry that most young ladies didn't think they could venture into. So, when they see me going out there, and I have been on magazine covers, TV interviews, and newspapers, people are always so curious about why I came into this industry and how I am coping with it. I noticed that it inspired other young women to say wow, if she can do it, I can do it. So, we have more young ladies who are construction entrepreneurs entering the industry because of me!"

This is consistent with Bandura's social learning theory, which places a strong emphasis on observing, modelling, and copying the actions, attitudes, and feelings of others (McLeod, 2023).

6.3.6.5 Economic benefits and the theory of economic growth

Acemoglu (2008:28) asserts that a variety of factors, including the laws and regulations that shape how people and businesses operate and, in turn, the incentives they have for accumulation, investment, and trade, as well as cultural differences that affect people's values, preferences, and beliefs. Participants claim that the political environment in Botswana is quite stable, enabling entrepreneurial activities. Participant 6 said the following;

"Politically, because Botswana is politically stable, and it has been stable for a while, and this influences the markets more than other destinations."

Participant 2 outlines similar sentiments underscoring the entrepreneurial culture facilitated by the government;

“For training, politically, as I said prior, the government takes a lot of action to support entrepreneurs. The government does a lot of things to support entrepreneurs. Still, the government is very active and concerned about supporting entrepreneurs in the country because most people in this economy are in the SMME sector, and the government is quite interested in and very supportive. They support people’s endeavours to grow politically and socially, and it’s encouraging to see that government is not sleepy in that area but very active.”

However, there are drawbacks to the economic growth process. Although economic expansion typically benefits welfare, it frequently produces both "winners" and "losers." This feature of economic progress is highlighted by Joseph Schumpeter's famous theory of "creative destruction," which holds that economic expansion frequently results in ruining profitable relationships, businesses, and occasionally even human lifestyles. Because of this, there is a natural tension even as civilisation expands (Acemoglu, 2008:10).

6.4 CONTRIBUTIONS OF THE STUDY

This section dealt with the contributions of the study. The contributions of the study were theoretical, personal, and practical, as explained below:

6.4.1 Theoretical contribution

The study was instrumental in increasing the existing body of knowledge on entrepreneurial talent recycling, as was highlighted in the opening introduction of Chapter 1. This is vital because entrepreneurship literature requires expanding to make more significant areas of reading and motivation available for would-be entrepreneurs in Botswana and other developing countries yearning for more significant economic activity. The contribution in the area of entrepreneurial talent recycling is discussed further in the section below

6.4.1.1 Entrepreneurial Talent Recycling Literature

Slavec Gomezel and Stritar (2022:64) assert that research on entrepreneurial talent recycling remains fragmented and underdeveloped. Hopkins and Bassett (2015:5) further argue that very little research interrogates entrepreneurial talent recycling, and there is limited information on the area. The current literature that exists is mostly from Western research and there is hardly any such research on developing economies. This study has been conducted in one of the developing economies and thus brings to the fore new literature on entrepreneurial talent recycling in developing economies. The study highlighted the experiences of recycled entrepreneurs by exposing how they successfully manage their enterprises, the challenges they face, how they overcome the challenges, and how they operate in their entrepreneurial ecosystem. Such literature on developing economies hardly existed.

The thesis argued that the Botswana government's efforts in helping entrepreneurs have focussed mainly on technical assistance, reducing market access barriers, research innovation, training, and lessening financial constraints (Pansiri & Yalala, 2017:74). This study has illuminated how entrepreneurial talent recycling information can be utilised to sustain SMMEs in developing economies. This information is still in its infancy but this study acts as a reference point for future studies in this area.

6.4.2 Personal achievement

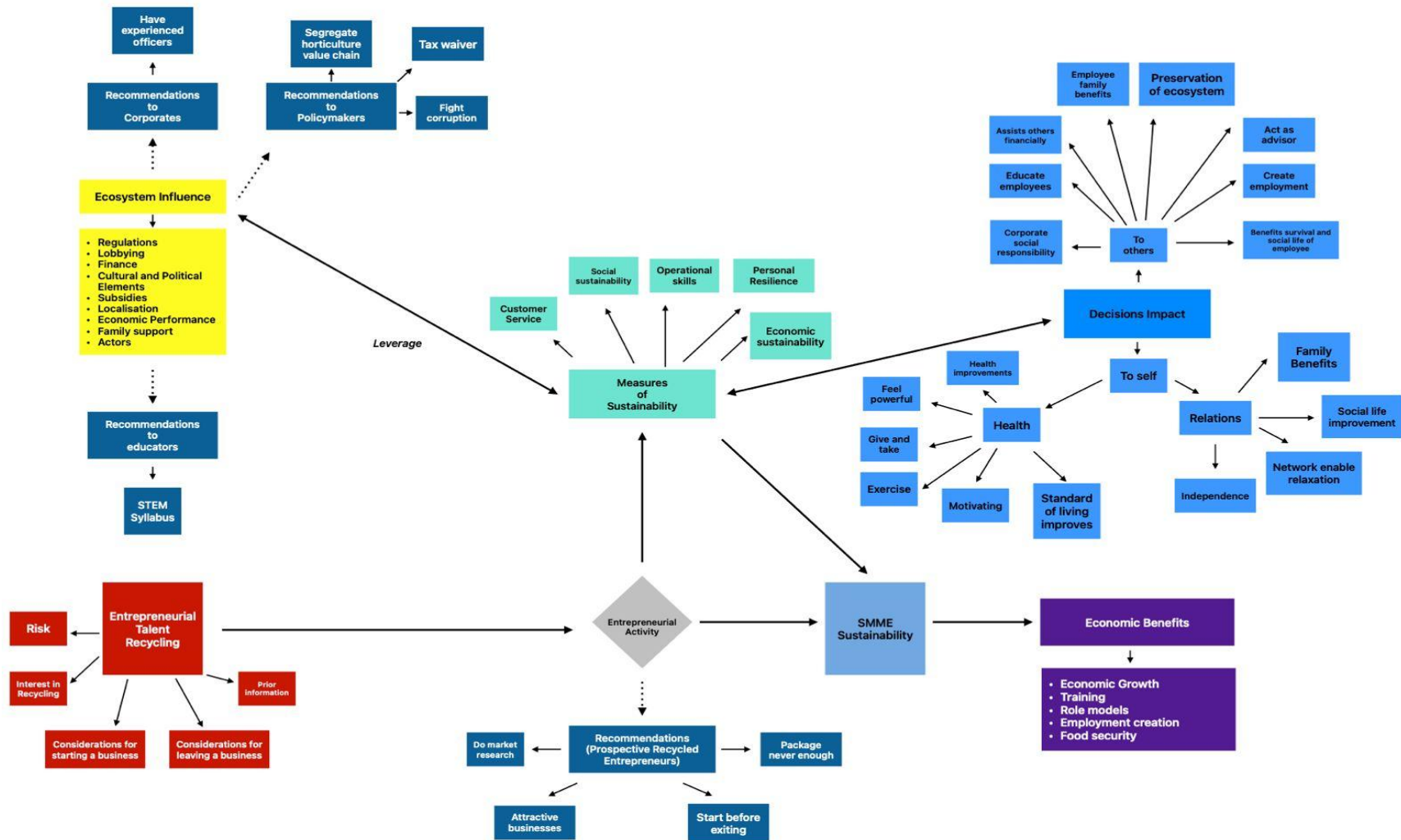
The study broadened the researcher's comprehension of entrepreneurship and sharpened his research skills. The researcher desired to conduct a doctoral study with a South African university, and this he has achieved. Besides having two doctoral degrees from different countries has not only provided breath to his comprehension of research and the related theory but has also deepened his grasp of issues in management and entrepreneurship.

The researcher has strengthened his ability not only to supervise and examine research at the postgraduate level but also to contribute to scientific research by writing more meaningful articles. This is a huge achievement and a big step in the right direction.

6.4.3 Practical contributions

The primary objective of this study was to develop a framework for entrepreneurial talent recycling to ensure the sustainability of SMMEs in Botswana. Through developing the entrepreneurial talent recycling framework, economists and educational planners were provided with the means to develop relevant and more robust policies and education curricula on how entrepreneurship can be sustained. The framework is Figure 6.1 and is explained thereafter. The framework's components that ensure the sustainability of SMMEs have these components: Entrepreneurial talent recycling, creation and support of entrepreneurial ventures, measures of sustainability (sustained SMMEs), and benefits of sustained SMMEs. The discussion will begin with the aspect of entrepreneurial talent recycling.

Figure 6.1: Entrepreneurial Talent Recycling Framework



Source: Researcher compiled

6.4.3.1 Entrepreneurial talent recycling

Recycled entrepreneurs naturally have exited companies and decided to create and support entrepreneurial ventures through the skills and packages they received. Slavec Gomezel and Stritar (2022:69) confirmed this in their study on an entrepreneur's perspective on entrepreneurial recycling. They found their interviewees recycled ideas, knowledge, experience, networks, and financial capital from their previous entrepreneurial endeavours. Studies have noted that having business and industry expertise is crucial for starting new businesses since it may give the entrepreneur access to information, skills, and contacts (Davidsson & Honig, 2003). Given their background and knowledge of an average of 7 years, the study identified the entrepreneurial talents they were recycling in creating and supporting entrepreneurial ventures through discussions with the participants. The talents were;

- Responsiveness
- Being streetwise
- Collaboration
- Relationship building
- Planning
- Being hands-on
- Networking
- Good workmanship
- Innovation

Spigel (2022), on examining the cohesiveness and nestedness of entrepreneurial ecosystems, demonstrates that entrepreneurs' experience gained from working in general management benefits entrepreneurial ecosystems. From the talents identified above, planning, good quality, and being hands-on can be connected to previous managerial experience. For instance, Participant 2 presented a very instructive argument on planning;

“Planning allows you to understand the environment you are operating in. It allows you to see challenges in advance. It allows you to identify the kind of risks that you may likely meet and mitigation measures you should put in place. Planning allows you to know whether you have got the resources to execute your strategy or not.”

Barringer *et al.* (2005:664), analysing the characteristics of rapid-growth firms and their founders, reveal that rapid-growth firms differ from their slow-growth counterparts on several important dimensions. Regarding founder characteristics, the founders of the rapid-growth firms in the sample are better educated, have a more compelling entrepreneurial story [or motivation to be an entrepreneur], and have a higher incidence of prior industry experience than the founders of the slow-growth firms (Barringer *et al.*, 2005:664). Hasan and Koning (2019:1), on investigating prior ties and the limits of peer effects on start-up team performance, highlight how the absence of prior social connections, which are often a source of knowledge and influence, can limit new interactions and thus the ability of organizations to leverage peer effects to improve the performance of their members. Prior ties or knowledge are thus connected to the participants' abilities to be responsive, streetwise, collaborative, relationship builders, and networkers. Open innovation can strengthen these connections (Rangus, 2017:181).

The participants pointed out that they didn't want to continue being destitute and wanted to do their business. These were compelling reasons for pursuing entrepreneurial activities and can engender an innovative spirit. Participant 5 is a case in mind who posited;

“Those who left other companies, they didn't have anything in mind to do after that, and then they became, they were almost destitute, you know. I didn't want to end up being destitute.”

Mason and Harrison (2006), researchers from the Scottish area, discovered that existing entrepreneurs recycle wealth, networks, reputation, knowledge, experience, and competence in their research of entrepreneurial recycling following business purchase.

Besides the talents embedded in prior information and knowledge, knowing the considerations to put in place on leaving or intending to start a business is crucial for sustainable SMMEs. Before starting a business, there is a need to be alert to business opportunities, ensure that the market is not saturated, and assess the uniqueness of the business, funding, business structures, and the need for the product/service the business offers. Central to these factors is market research. Mullins (2017:9) underlines that serious entrepreneurs must do market assessments at both the macro (broad, market-wide) and micro (particular to a specific segment) levels before starting a business. Laker (2022) advises that you make sure there is a market for the product you want to offer by conducting research.

As for factors to consider when leaving a business, they find environmental factors, permanent loss, and industry shift as relevant. In connection with permanent loss, Observing that the company struggles with outstanding trade bills and late payments to the State creditors, low profitability related to assets and commitments, poor liquidity, high variability of income, and poor profitability are signs of a lasting loss (Marouani & Bellier, 2014:2). These signs point to the company's growing financial difficulty and other late or missing payments might be viewed as early indicators that a company may default on its obligations. Environmental indicators that signal a failing firm include social reasons, such as crime, corruption, ethics, informational and contractual frameworks, macroeconomic and regulatory environments, and technology (Kalane, 2015:56). Too little effort to market the business can be seen as an indicator that the enterprise owner lacks enthusiasm and thus an indicator of impending business failure (Mbonyane, 2006:6). Industry shift is noted when you realize that you are operating in a saturated market and viability is possible only if existing stores are forced to close down (Wood & McCarthy, 2014:9)

Entrepreneurial recycling has its downside(risks), and the study identifies these as encountering regular challenges, work experience not corresponding with what is on the ground, lack of comfort and job security, and adult businesses not being catered to policy-wise by the government. Botswana government only promotes and helps youths in entrepreneurship activities. Participant 1 was concerned,

'All tenders now are specific to certain (age groups). There are certainly disadvantaged, you know, categories of people. You have even forgotten that now, even me, by exiting that young age, I became a disadvantaged adult. Some disadvantaged adults are out there owning businesses.'

Spigel and Vinodrai (2021:6) warn that other cultural norms may make it challenging for someone connected to a company to fail to reintegrate into the environment. Okurut *et al.* (2011:79), in their study on credit restriction and SMME growth in Botswana, discovered that the major grounds for rejecting loan applications from SMMEs was a lack of sufficient security. Through the Local Enterprise Authority (LEA), Citizen Entrepreneurial Development Agency (CEDA), and other financial institutions, the government of Botswana also encourages young people to apply for grants for their businesses and offers financial counselling and support. The Ministry of Youth Sports and Culture (MYSC) has gathered several youth empowerment projects under its purview (Botshelo, 2018:12).

The recycled entrepreneurs found interesting things during their recycling experience in two categories: personal and business. The entrepreneurs felt that recycling their talent moved them out of their comfort zone, made them feel blessed, taught them to be active, enjoyed seeing excited customers, and saw it as an opportunity to change lives and empower others. Slavec Gomezel and Stritar (2022) concur by viewing entrepreneurial recycling as the process by which entrepreneurs share, receive, and transform human, social, organizational, and financial capital throughout the entire entrepreneurial lifecycle.

Businesswise recycled entrepreneurs found interesting things in creating their income, being an architect of their own business, getting repeat business, and realizing that the exercise is hands-on. The start-up ecosystem needs to recycle talent since it is the most in-demand resource to enhance the likelihood of success (Slavec Gomezel & Stritar, 2022).

6.4.3.2 Entrepreneurial activities

Recycling of entrepreneurial talent occurs where entrepreneurial activities are taking place. Entrepreneurial activity is the foresightful human pursuit of the development or extension of economic activity via the identification and exploitation of new goods, processes, or markets (Ahmad & Seymour, 2008:9). Participants' entrepreneurial activities involved cutting costs in how they operate, bringing new products to the market, opening several enterprises. Section 5.4.3.6.2 (p. 361) dealt with the issue of cutting costs, and section 6.3.2.2 (p. 614) dealt with introducing new products to the market. Participants operate several enterprises to increase their involvement in economic activities, as reflected in Table 5.3, albeit this curbs the risk level as explained by Participants in section 5.4.3.4.3 (p. 342). According to the findings of their study, Slavec Gomezel and Stritar (2022:78) contend that entrepreneurship is more about recycling than having completely fresh "aha" moments.

It is thus important to realize that when entrepreneurial activities occur, some issues discussed under section 6.4.1.1 (p. 636) come into play. The participants were motivated by a way of ensuring that the government only supports viable entrepreneurial activities to stop speculative behaviour.

“There are some categories of entrepreneurs. They only focus on the ultimate profit, and with such categories of people, the business might not be sustainable because if they fail to make that profit, the business will close down. So, there is another category of entrepreneur whereby, of course, the main motive of starting the business is to make a profit, but at the same time, they have a goal and a vision. That this is where we want to go. So, whether the profit comes or doesn’t come, they remain in that business. They continue looking to their vision. So now, if I want to advise the government, the government should try as much as possible to develop the categories of entrepreneurs that can be sustainable in the industry whereby they find themselves not only looking at the profit.”

Still, on entrepreneurial activities, prospective recycled entrepreneurs should observe the recommendations that, as much as possible, they should start operating businesses before exiting employment, that the existing package is never enough, and that they should conduct market research and do business in promising or attractive sectors. Entrepreneurs can employ the many types of obtained cash after exiting a venture project by recycling it (Bahrami & Evans, 2000). Business owners and entrepreneurs gather information through marketing research to discover and define marketing opportunities and issues, create, hone, and assess marketing activities, track marketing success, and better understand marketing as a process (Snepenger, 2007:1-2).

6.4.3.3 Measures for sustainability

For SMMEs to be sustainable, they should be operated and managed through some measures. These measures are customer care, economic sustainability, operational strategies, social sustainability, and personal resilience. Fourie (2015:181) contends that customer care is the lifeblood of any organization, and feedback on customer satisfaction is important for an enterprise. Simply delighting consumers won't be enough in today's cutthroat business environment to attract long-term, recurring clients. Building enduring and pleasant consumer relationships is crucial to managing customer relations (Tatikonda, 2013:34).

Economic sustainability is concerned with the economic value an organization adds to its environment in a way that benefits it and encourages the environment's ability to support

future generations (Alhaddi, 2015:8). The participants support this line of arguing. Participant 8 pointed out the measures he put in place,

“Well, cost control, that’s the critical one. Quality standards are the second one, as are market availability. Those are the three cornerstones to ensure your costs are not increasing. If your costs continue going up without getting any good income, you might as well go out of business because you can’t sustain the business if it is not profitable. Suppose the business is not meeting the needs. There is no point in continuing”.

He, however, cautions that,

“Quick returns in an environment where there is no competition, you can do that, but where there is competition, ultimately it’s not sustainable.”

Social sustainability refers to actions that benefit society and "give back" to the neighbourhood. Examples of such actions include paying fair salaries and offering health insurance (Alhaddi, 2015:8). Participant 5 confirms this by stating,

“I know my salary is there monthly, and we make sure we don’t underpay people. We ensure we do this by the regulations of the Ministry of Labour.”

Participant 11 also said this concerning corporate social responsibility,

“in the village there, the closest village where my farm is, we contributed to building one house for a destitute.”

The success of a company and operational strategy are closely related (Haleem *et al.*, 2017:12). The definition of operations strategy is frequently based on competitive considerations, such as cost, quality, delivery, and flexibility (Boyer & Lewis, 2002:9). Cost cutting has already shown its relevance in previous discussions above. Participant 12 felt bad if there was a failure to deliver on time when he said,

“The negative part of it is like to the client if the service is not in time... We have promised that in 30 minutes, I will be done, but it will take me the whole day. My delivery period is affected. That is for the client.”

Participant 8 was satisfied with the flexibility he exercised in experimenting with other products and the quality of his products by stating,

“Then I continued to experiment with other things, you know. Smaller quantities, but generally, the farm is doing well regarding product quality.”

As for personal resilience, Fisher *et al.* (2016:39) examined resilience in a sample of 215 founding entrepreneurs and discovered that it includes tenacity and perseverance and that it does predict entrepreneurial success. Participant 3 stressed the value of resilience(endurance),

“If you don’t have endurance, you can easily fall. The business can easily collapse. It was endurance even before we started operating this place in 2016. When the business was supposed to pick up from 2016 to 2018 and wanted to pick up 2018, 2018 we had 2019, and then COVID entered. You understand? So, we would have closed down the business if not for the goal and endurance I mentioned. So, the experience has been very traumatic. It is not easy, but we are managing, managing, and we believe that we are going somewhere.”

Measures for sustainability are also a solution to challenges the enterprise may encounter, as overcoming challenges helps ensure the sustainability of an enterprise. For example, Baleseng (2015) conducted a study on factors affecting the sustainability of SMMEs in the manufacturing sector in Gaborone and discovered that SMMEs lacked financial support and managerial, marketing, and financial skills to be competitive and sustainable. These challenges are taken care of by having measures for sustainability in place, as discussed above. The theme of overcoming challenges also revealed that these are strategies: customer care, economic sustainability, operational strategies, social sustainability, and personal resilience. There is also a need to leverage the enterprise's influence from the ecosystem.

6.4.3.4 Ecosystem influence

Entrepreneurial recycling is not limited to the enterprising individual but also occurs through interactions with other stakeholders in the community (Slavec Gomezel & Stritar, 2022:66). The ecosystem helps the SMME sustenance through providing regulations, lobbying, finance, cultural and political elements, subsidies, localization, economic performance, family support and support from individual actors.

Regulations facilitate the creation of a conducive environment. Undoubtedly, regulations are required to ensure transparent and effective markets (Braunerhjelm *et al.*, 2015:4). However, it appears that everyone agrees that having too many rules may also impede the growth of industrial dynamism, innovations, and productivity (Braunerhjelm *et al.*, 2015). Participant 2 had this to say about regulations;

“As a business in an environment like the Botswana environment. You know the environment is regulated, yes; you don’t just do business without looking at the regulations guiding the operations of businesses”.

Entrepreneurs are adept at finding possibilities for arbitrage and profit when lobbying. Profit-driven businesses will put more effort into getting government protection and favours when such chances are more prevalent through lobbying and rent-seeking. Still, sadly, less effort is made into market-based wealth creation (Sobel *et al.*, 2007:222).

Participant 8 explains the purpose of their lobby group as follows;

“We have a lobby group that does not necessarily go to the government but solicits support within its base to say let us influence powers that be to support the creation of, say, a horticultural market or markets”.

This is indirectly seeking government protection and favours to facilitate the sustenance of their businesses. It worked for them because the Botswana government prohibited the importation of agricultural produce from South Africa. Participant 8 continued to state that,

“So, in a way, as I said, because of all these ventures and all these support systems, it has helped us create an SMME platform where we can produce and sell. If it hadn’t been for that, there would be serious problems.”

Deriving such benefit from the politicians is political entrepreneurship whereby entrepreneurs seek to motivate changes to government incentive structures using lobbying (Villar, 2019:105). Political entrepreneurship should be consumed with caution because it has emerged as a phenomenon in transition in developing economies and may compromise the entrepreneurial ecosystem objectives (Belitski *et al.*, 2021:1973). The government also helped with subsidies, and Participant 4 said the following to that effect,

‘But the government assisted because small farmers have some subsidies like for seeds, seeds like the lablab. They give you 50% and you pay the other 50%. So, it’s

50%, 50%. You get seeds like maize at a 100% subsidy. Those subsidies help because otherwise, we would be popping out 100% for the seeds.”

The government is also active in the area of localization of various economic activities, as explained by Participant 6, who is in the tourism industry,

“So, the government is pushing for localization in the tourism industry. Given the government's support, i.e., your LEAs, your CEDAs, and the Ministry of Trade, they support the local empowerment strategy the government is working on. They allow us to get things like licensing, yet it was difficult to get a license”.

Relationships in the ecosystem help participants (including other individual actors) share many things necessary to sustain businesses, including finance. According to a review of literature by Slavec Gomezel and Stritar (2022:66), there is a cyclical flow of entrepreneurial capital in an ecosystem that includes (a) receiving and recycling money from others, (b) developing and recycling one's capital, and (c) sharing one's capital and enabling others to recycle. Participant 7 relived his experience;

“On the issue of capital, sometimes I had to borrow from friends; especially there is one gentleman who, if you don't mind, I would mention his name... He is one of the guys who uplifted me. He is the chairman of xxxxxx. So, this is one of the gentlemen who uplifted me very much and was always ready to help because the government and the banks did not want to help since I was new in the market, fearing flight risks and stuff like that. So, he is the one who put his head on the block to help me financially and emotionally. He was there for me.”

Cultural elements can be mobilized or consume the products or services of the entrepreneurs in various ways. An example comes to mind of a participant who proudly speaks of how the good behaviours of Batswana are good for their business. Participant 6 said this,

“A good example is when tourists are standing on the side of the road, people are going to stop for them to cross the road, unlike in other areas where even when you get to a zebra crossing, you might be in trouble trying to cross the road. They allow them to cross the road even when no zebra is crossing. Simple things like that. That's where you realize that there is a culture here that respects the industry.”

Although entrepreneurship promotion programs can improve economic performance and growth, their success is influenced by the cultural settings in which they are implemented (Audretsch, 2020).

Family is also important for supporting the sustenance of a business. Wiese (2014:37) acknowledges that sources of finance include the spouse/partner and family contributions. Participant 9 gladly said this about her parents,

“My parents are so important because I have had instances where I needed support in putting capital into a project. The client was unwilling to give me an advance or mobilization, so my parents then sacrificed their savings or, let me say, their funds to let me borrow them or invest in my company to help me start the project. Of course, I paid them back.”

Participants also believe that entrepreneurial activities benefit from increased activity when the economy is performing well. Participant 3 highlighted the importance of a performing economy as he stated,

“If the economy is going well, definitely the private sector, the players in the private sector will be able to generate revenue, and from the revenue they have generated they will look to send, especially from the government policies of HRDC, they look to send their employees for training at the college. So what I’m trying to say, in essence, is that the economy, the performance of the economy, will determine the flow of revenue even in this college.”

Thurik *et al.* (2002:7) claim that economic performance at the macro level directly impacts firm performance by generating or eliminating chances for higher performance at the company level. Strong economic growth offers a wider range of resources for new and growing businesses and, generally, for excellent performance. On the other hand, the performance of each particular enterprise will be generally dampened by an economy in recession.

The framework is looking at the continued sustenance of SMMEs and thus has made recommendations for some key role players in the ecosystem.

Educators should have a results-oriented syllabus with a bias towards science, technology, engineering and mathematics (STEM), teach entrepreneurship from the grassroots, and have internship and vocational institutions.

Corporates (banks) should have experienced officers who have patience and understand how SMMEs operate. High-interest rates and red tape should be minimized while improving the policy framework for SMMEs

Policymakers should put in place a tax waiver for small enterprises, fight corruption, and segregate the horticulture sector value chain; CEDA LEA should assist until the entrepreneur is on his feet, hardworking entrepreneurs should be trained and funded, big companies should be distributors and sub-contract small companies, limit fake products, expand manufacturing, entrepreneurs to be accountable for funds borrowed, establish horticultural markets, improve infrastructure, implementation of policies to be more intentional and economy should be expanded while creating a supportive environment.

6.4.3.5 Decisions impact

When recycled entrepreneurs make decisions, they impact others, particularly those close to them. Despite the importance of small enterprises to society and the economy, the study of their owners' health has received little attention (Torrès & Thurik, 2019:311). Recycled entrepreneurs have negative and positive effects from their decisions to sustain their businesses. Positive effects are: On the part of their health, recycled entrepreneurs experience a give-and-take situation that involves health improvement, feeling powerful, feeling motivated, exercising regularly, and the standard of living going up. Such feelings may give feedback on their ability to continue making sustainable decisions.

The positive benefits are family benefits, improved social life, networking, relaxation, and feeling good about being independent. Business owners are reported to have greater optimism and work satisfaction than employees (Torrès & Thurik, 2019). Breed *et al.* (2006:74) mention self-actualization, sense of coherence, toughness, self-efficacy, learned resourcefulness, internal locus of control, coping, well-being, creativity and flow, resilience, emotional intelligence, engagement, authenticity, happiness, humour, positive affect, courage, gratitude, faith, and optimism as the positives.

Recycled entrepreneurs' decisions also positively impact others: employee family benefits, they preserve the ecosystem, act as advisors, create employment, benefit the survival and social life of employees, provide corporate social responsibility, educate employees, and

assist others financially. Tschelisnig and Westerlaken (2022:177) researched the effects of sustainability at work on employees' motivation and contentment, and they found that sustainability practices provide workers with a feeling of purpose and increase workplace excitement and satisfaction.

Negatively, the health of the recycled entrepreneur is impacted this way: stress, burnout, overwork and anxiety. Small company entrepreneurs face pathogenic variables like any other worker, with stress being the most significant (Torrès & Thurik, 2019). It's well known that starting your own business may be challenging, with increased workload, monetary uncertainty, and stress levels (Dahl *et al.*, 2010:2). Negatively on personal relations, recycled entrepreneurs experience suffering in the family and social life and limited leisure time. Firm problems may be very stressful, with long-lasting effects and life-changing repercussions that affect many aspects of one's well-being, relationships with family and friends, financial condition, and possible career opportunities (Visentin *et al.*, 2020:460). On others, the negative impacts are clients affected by high pricing, friendships ruined, employees overworked, employee health affected, and employee family suffering. We know the important role of spouses in operating a business. Therefore, owners' health may impact their partners and workers (Torrès & Thurik, 2019:312).

6.4.3.6 Economic benefits

Sustained enterprises benefit the economy in various ways. The study identified these as benefits to the economy: food security, economic growth, corporate social responsibility, training, employment creation, construction of houses and schools and transport provision. Entrepreneurs, particularly creative entrepreneurs, are essential to the economy's competitiveness (Pattanayak & Padhy, 2022:41632). Entrepreneurs who recycle create a mutually beneficial trust loop that benefits the business environment, the local community, and the country's economy (Slavec Gomezel & Stritar, 2022:64).

6.5 THE FINDINGS AND CONCLUSIONS OF THE STUDY

The study adds to the body of knowledge on entrepreneurship, the recycling of entrepreneurial talent, and the survival of SMMEs through its rich results and conclusions that align with the research questions.

What motivated the recycled entrepreneurs to choose to go into entrepreneurship?

Recycled entrepreneurs are motivated by pull and push factors to recycle their entrepreneurial talent. This implies that no single factor motivates recycled entrepreneurs to recycle their entrepreneurial talent. The push factors are mainly in the categories of job dissatisfaction and lack of career prospects. At the same time, pull factors are linked to a desire for higher income, social development, environmental factors, desire for independence and need for achievement.

What experience do recycled entrepreneurs have in operating and managing businesses sustainably?

The study concluded that the participant experienced highs and lows in their entrepreneurial recycling journey and balanced their highs and lows due to their significant satisfaction from operating their business. Creating and supporting entrepreneurial activities depended on considering pull factors for opening a new business and push factors for leaving a business.

How do recycled entrepreneurs operate and manage businesses sustainably?

The study concluded that the participants put in place various measures to ensure that their enterprises are sustainable. The participants' measures are mostly anchored on economic viability, being socially equitable, and environmentally friendly to a lesser extent. Having operational strategies seemed a highly regarded measure.

What challenges do recycled entrepreneurs meet in sustaining their businesses?

The study concluded that the participants encountered several challenges in ensuring their businesses remained viable. The difficulties afflicting the firms were internal and external, but the main internal difficulty was financial inadequacies, and the external difficulty was an exogenous shock (COVID-19).

How do recycled entrepreneurs overcome their challenges in operating and managing their businesses?

The study concluded that the recycled entrepreneurs implemented various strategies to overcome challenges, and the strategies centred on economic and social sustainability to a great extent while having a huge bearing on operational strategies and the entrepreneurs' resilience. Operating and managing businesses' sustainability and overcoming challenges share common strategies: customer care, social sustainability, operational skills/strategies, personal resilience, and economic sustainability.

How do the actors in the entrepreneurial ecosystem influence the sustenance of the recycled entrepreneurs' businesses?

The study concludes that the participants benefitted severely from the actors in the ecosystem in sustaining their enterprises through collaboration, networking, lobbying, funding, subsidies, localization, knowledge and resource sharing, and family support. The downside related to actors was difficulties encountered from the government, mentors, competition, politics, funding and corruption.

How did the recycled entrepreneurs benefit from the ecosystem's local resources in sustaining their businesses?

The study concluded that the participants benefitted from the local resources through the influence of the institutions and the cultural elements that provided business while encountering inflation and technological changes as impediments.

How do the recycled entrepreneurs' actions and decisions in sustaining businesses affect their lives and those of others?

The study concluded that the participants experienced both a positive and negative impact on their relations and health. On the positive side of relations, the impact is that the family benefits, their social life improves, and they like the independence from making sustainability decisions. On the positive side of their health, participants relaxed from networking, their health improved, their standard of life went up, business sustained them, they felt very satisfied, and the challenges made them grow.

From a negative perspective, the participants' family and social lives suffer, and leisure time is less while personally enduring stress, burnout, anxiety, and overwork as consequences.

The study also concluded that the participants impacted others both positively and negatively when they made decisions related to the sustainability of their enterprises through enhancing the survival and social life of employees, benefitting the employee family, inspiring young ladies, performing corporate social responsibility, educating employees, shaping the activities of others, acting as advisors, creating employment, adding value to the life of others, and preservation of the ecosystem by being eco-friendly. Negatively, the participants impacted others through high prices; friendships were ruined, and employees' overworking affected their health.

What contributions have recycled entrepreneurs made to the Botswana economy through sustaining their businesses?

The study concluded that the participants have contributed in various ways to the economy of Botswana through their ability to sustain their businesses through enhancing food security, economic growth, construction of schools and houses, employment creation, transport provision, corporate social responsibility, being role models, and in the area of training.

What recommendations on operating sustainable SMMEs will you give to key role-players, other recycled entrepreneurs, or prospective cashed-out entrepreneurs within the SMME sector?

In addition to identifying the difficulties recycled entrepreneurs face, the research adds to the body of knowledge on entrepreneurial talent recycling by offering suggestions for ensuring the long-term viability of SMMEs, as mentioned in sections 5.4.9 (p. 552) and 6.2.10 (p. 604).

6.6 LIMITATIONS OF THE STUDY

Theofanidis and Fountouki (2018:156) point out that limitations are restraints that the researcher has no control over and will possibly influence the data. The constraints of this

study were personal identity, self-presentation, personal involvement, sample size, and prior studies.

6.6.1 Personal identity

According to Denscombe (2011:178), research on interviewing has shown that people respond differently to interview questions based on how they perceive the person interviewing. The researcher created the proper rapport before an interview to make the interviewee feel comfortable.

6.6.2 Self-presentation

Traditional research guidance has been adapted to reduce the effect of researchers on study outcomes by how they portray themselves (Denscombe, 2017:179). The researcher demonstrated neutrality and passivity during interviews, but the passivity did not mean being apathetic and disconnected from the interview.

6.6.3 Personal involvement

Another line of thought contends that the calculated and chilly interviewing technique strengthens the divide between the informant and the researcher. This disempowers the interviewee and is against the research objectives of informant empowerment (Denscombe, 2017:180). When the informant feels disempowered, their contribution may not be significant to the study. Despite being passive, the researcher exhibited emotion and responded with feeling to the interviewee's answers to motivate genuine dialogue.

6.6.4 Sample size

The sample size was insufficient for the study to be generalizable, although additions to the body of knowledge were made.

6.6.5 Prior studies

The study was limited due to a lack of similar research in the area of study in Africa.

6.7 CONSIDERATIONS AND RECOMMENDATIONS FOR FUTURE RESEARCH

The following ideas and suggestions are offered for further studies: Only 12 research volunteers were recruited by the researcher. Future research may use a bigger sample size to get more qualitative findings as the purposeful, convenient, and snowball sampling used in this study may not have been sufficient (Slavec Gomezel & Stritar, 2022:80).

Future scholars can broaden their studies to other nations on the continent to gain more understanding, as there is little study on entrepreneurial talent recycling and little knowledge in the field(Hopkins & Bassett, 2015:5).

More investigations on the health of recycled entrepreneurs are necessary because of their value to the economy. Despite the importance of small enterprises to society and the economy, the study of their owners' health has received little attention (Torrès & Thurik, 2019).

Most of the participants were men. There is a need for research on recycled women entrepreneurs.

Another qualitative research is required to check whether anything was missed during data collection as some interviewees could not verbalise their experiences. Sometimes, participants struggle to express their thoughts or feelings and do not always wish to self-disclose (Slavec Gomezel & Stritar, 2022:79).

Given the dearth of studies on entrepreneurial ecosystems in Africa, it is advised that further study be done to examine the advantages that recycled entrepreneurs derive from the entrepreneurial environment (Sheriff & Muffatto, 2015a:2).

6.8 REFLECTIONS OF THE RESEARCHER

When I completed my Form Four studies in Zimbabwe in 1976, I never had a clear opportunity to choose the career I wanted to pursue. Choices were made high up in government echelons, and we were amenable to government decisions due to poverty and the oppressive type of administration that existed then. I went into teaching and held several positions, from being a class teacher to vice headteacher and, ultimately, the

headteacher. The burning desire to improve my income was like a pie in the sky, never attained through assuming different positions in the education sector. Indeed, I attained various qualifications but with little impact on my financial well-being. I tried to run a buying and selling enterprise on the sidelines, and it seemed to mitigate some of my financial difficulties. Then, inflation hit Zimbabwe in triple digits in 2007 and 2008. There was no purpose in continuing the venture as planning and budgeting went haywire. I stopped and became an economic refugee in Botswana. The urge to venture into some entrepreneurial activity is still in my mind, albeit minimally, due to resource difficulties.

Before going to Zimbabwe to do my first PhD, I had initially set my sights on doing one in South Africa. Hence, when I earned my first PhD in 2017, I subconsciously felt I needed to accomplish my initial goal- to earn a Doctor of Philosophy degree from a South African University. When we were celebrating the first PhD degree achievement with my work colleagues over lunch at Molapo Crossing on 2 August 2018, I made the commitment that I was preparing to do the second PhD degree.

When I came across an article by Hopkins and Bassett (2015) on the recycling of entrepreneurial talent in Scottish enterprises, I was inspired to investigate the area of entrepreneurial talent recycling as I saw it as a unique area. Initially, I wanted to conduct a study and write an article about it. Still, I realized that the area is unique and has very scarce literature, prompting me to utilize it as my doctorate topic. The Botswana COVID-19 movement restrictions of 2020 made it even more ideal for me to study. I applied at North-West University, got registered, and the rest is history, as people often say. My social life died, and my research became my best friend.

I am truly grateful to my supervisor, who appreciated my challenges personally and those I had with the topic, as there were hardly similar topics to refer to. He persistently motivated me to push hard as the destination was reachable. I have gone through trials and tribulations, especially in 2022 and 2023, and often thought the destination of completing this study on entrepreneurial recycling might not be reachable. Still, my resilience and desire to leave a lasting legacy have strengthened me.

The study was qualitative and required the conduct of interviews with recycled entrepreneurs. Getting the recycled entrepreneurs through snowballing was never easy, but it was a process that was worth going through as it was instructive on being patient.

The first four weeks seemed like hell, as appointments were cancelled or the phone would go unanswered. Ultimately, I got 12 participants from different parts of Botswana whom I am grateful and blessed to have come across. Some had been waiting for such an opportunity to narrate their experiences, and this was a serious learning curve besides the research processes I went through. The only young female participant openly declared that the interview meant a lot to her Curriculum Vitae and I should not fail to interview her. She is running a construction company in a sector dominated by males who often belittled her, but she worked twice as hard to shame them. I often regret how my environment when I was younger could not create opportunities for me to change my career and circumstances. I envied this young, recycled entrepreneur. I was touched and sometimes played her interview recording to get more inspiration and stamina in my work.

One recycled entrepreneur who was older than me but was so articulate about his experiences saddened me. He lost a lot of money getting help from professional mentors only to be assisted at no cost by one Zimbabwean farmer. He strongly advised against seeking assistance from so-called experts. One should continue networking until they get cheaper and more authentic help. Two other recycled entrepreneurs cautioned against help from some established businesses intending to use you as a pawn. The recycled woman entrepreneur called these people “sharks”.

The patience some of the entrepreneurs had humbled me during the time there were internet outages and venue changes. They continued with their eagerness to provide information despite the disruption and inconvenience. Many of these recycled entrepreneurs are truly there to give more than to take. Some even bought refreshments during the interview. Such experiences will remain etched in my mind for a long time.

6.9 SUMMARY

The research was brought to a close in this last chapter. The main and secondary research project results were compiled in a report. It provided suggestions from entrepreneurial talent recycling that might be put into practice to support SMMEs in Botswana in the future.

The chapter offered the study's theoretical framework. This concluding chapter outlined the study's contribution, suggestions for more research, and the researcher's views.

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7 APPENDICES

APPENDIX A: INFORMED CONSENT FORM



Business
North-West
Private
Potchefstroom, 2520

Bag

School
University
x6001

<http://commerce.nwu.ac.za/business-school>

10 September 2022

To: Potential interview participants

INFORMED CONSENT TO PARTICIPATE IN AN INTERVIEW

Date: _____

Participant code: _____

My name is Wilfred Chikukutu, and I am a doctoral student at the North-West University Business School. This study aims to develop a framework for entrepreneurial talent recycling that will ensure the sustainability of SMMEs in Botswana.

This research contributes to knowledge on entrepreneurial talent recycling in a developing economy like Botswana. Specifically, it identifies factors that make it possible to run SMMEs sustainably using information obtained from recycled entrepreneurs.

This study forms part of a thesis to be submitted in partial fulfilment of the Doctor of Philosophy in Economics and Management Sciences requirements with Business Administration at the Mahikeng campus of the North-West University. The NWU is a reputable and internationally accredited institution with high ethical standards and expectations when conducting a research study.

I appreciate your willingness to participate in this study. Your participation is voluntary, and you can withdraw at any time. Participants are also allowed not to answer questions they are not comfortable answering. Your time and involvement are profoundly appreciated. However, no compensation will be paid for participation.

The interview duration will be approximately 90 minutes. The interview will be voice-recorded. However, your name will not be recorded. The recording will be available to you upon request.

The interviewer will take notes. This is done for data analysis. The interviewer will transcribe the recording, which the researcher will keep confidential on a password-protected computer. The transcripts and recordings will be destroyed after three years.

Furthermore, all individual identification will be removed from the hard copy of the transcript, and participant identity and confidentiality will be concealed using coding procedures. Please note that excerpts from the interview may be quoted in dissertations, conference presentations and published papers. Under no circumstances will your name or identifying characteristics appear in these writings. Also, the interviewer may ask for limited demographic information to profile interview participants, and no further statistical analysis will be performed.

Your input is of great value to the research, and I appreciate your help in providing the information. I would be grateful if you would sign the form on the below line to show that you have read and agree with the contents. Please return it by email to the LEA officer or me at wchikukutu@gmail.com. An electronic signature is acceptable.

Place your signature above (electronic signature accepted).

The Scientific Committee of the NWU Business School has approved the study. The Chair of the Scientific Committee is Prof. Christoff Botha. He can be reached at 018 299 1672; his email address is christoff.botha@nwu.ac.za.

Ethical clearance was obtained by the Faculty of Economic and Management Sciences Ethics Committee (EMS-REC), and the ethical clearance number was allocated [NWU-01807-22-A4]. The Chair of the Ethical Committee is Prof. Mark Rathbone. He can be reached at 018 299 1356. His email address is mark.rathbone@nwu.ac.za.

The thesis's supervisor is Prof. Stephan Van der Merwe. He can be reached at 018 299 1414 (Email address: stephan.vandermerwe@nwu.ac.za) for further questions or concerns about the research project.

Your input is of great value to this research, and I appreciate your help in providing this information.

Sincerely,

Wilfred Chikukutu

37207725

NWU Business School. North-West University

APPENDIX B: INTERVIEW SCHEDULE / GUIDE

NORTH-WEST UNIVERSITY

PhD Research Project

Researcher: Wilfred Chikukutu (+267 75 044 642)

Supervisor: Prof SP van der Merwe (+27 82 335 0578)

TITLE: Developing A Framework for Entrepreneurial Talent Recycling to ensure the sustainability of SMMEs in Botswana

INTERVIEW SCHEDULE: RECYCLED ENTREPRENEURS

i. INTRODUCTION

This study seeks to establish a framework generated from entrepreneurial talent recycling that will ensure the sustainability of SMMEs in Botswana. As a result, the study will provide information on how to operate SMMEs sustainably.

ii. PARTICIPANTS:

- Recycled entrepreneurs involved in the SMME sector in Botswana

iii. INTERVIEW PROCESS

OPENING

- **Introductions:** Hello and welcome to the interview. I am Wilfred Chikukutu. Thank you for taking the time to be part of this study.
- **Outline the purpose of the interview and provide motivation to explain why the interview is essential:** This study aims to develop a framework that will ensure the operation of sustainable SMMEs in Botswana using information obtained from entrepreneurial talent recycling. I want to get your experience, observations, and reflections as someone who has undergone entrepreneurial talent recycling, and to assist in this regard; I will be asking you a few questions

as probes to our discussion. The first thing I would like to know is about you and your background, followed by four sections of the interview: your experience and reflections, sustainable business operations and management, entrepreneurial ecosystem, and economic contributions.

- **Timeline:** This interview will not take longer than 1.5 hours of your time (90 minutes)

iv **DEMOGRAPHIC INFORMATION**

I want to get your demographic information first, as this will assist me in creating a profile of the participants.

Please state the following:

1. Your marital status
2. Your gender
3. Your age during the last birthday
4. Your highest level of academic education

v. **INTERVIEW QUESTIONS**

This part of the study seeks to understand your experience as someone undergoing entrepreneurial talent recycling. Entrepreneurial talent recycling means using entrepreneurial talent to create and support new entrepreneurial ventures after exiting and being cashed out in a company, as you are doing.

Q1: Why did you choose this career?

- **Probe:** Which company did you exit?
- **Probe:** Who was involved in making this decision?
- **Probe:** What information did you have in making the decision?
- **Probe:** What do you find most interesting about recycling your entrepreneurial talent?

Q2: Tell me about your experience as a recycled entrepreneur, from the beginning to the stage where you are now.

- **Probe:** For how many years have you been in this career?

- **Probe:** Which businesses do you find most attractive to venture into? And in which economic sector? (Could it be tourism, financial services, livestock agriculture, mining, manufacturing, transport, construction, or any other)
- **Probe:** What drives you to venture into those businesses? (Cite examples from the participant).

Q3: Considering your experience and knowledge, how do you operate and manage businesses sustainably?

- **Probe:** What are the main measures to put in place?
- **Probe:** Why are these measures so important? (Cite examples from participants)
- **Probe:** How do you know when to leave and start another business?
- **Probe:** What factors do you consider when starting another business?

Q4: In operating and managing the businesses in your career, you must have met some challenges in sustaining the businesses. What were these challenges?

- **Probe:** When did you meet these challenges?
- **Probe:** How did these challenges impede the sustenance of the businesses?

Q5: Still on the challenges you encountered, how did you overcome them?

- **Probe:** Specify the strategies you used.
- **Probe:** Why did you use those strategies? (cite examples of strategies used by the participant)
- **Probe:** Did you gain assistance from the government or anyone, for instance, LEA?
- **Probe:** What type of assistance were you given?

For the following questions, I would like you to reflect on the business environment that you operate in, that is, the entrepreneurial ecosystem. An entrepreneurial ecosystem is a set of interdependent actors and factors coordinated to enable productive entrepreneurship within a particular territory. Actors include various institutions and networks of entrepreneurs, corporate leaders, financiers, and support services. At the same time, environmental factors consist of local resources in the form of social, political, economic, and cultural elements.

Q6. We will first focus on the actors. How did the actors in the entrepreneurial ecosystem influence the sustenance of your businesses?

- **Probe:** Who were these actors?
- **Probe:** Specify in what way they influenced the sustenance of the businesses. (Use examples of actors provided by the participant)

Q7. Still reflecting on the entrepreneurial ecosystem, how did you benefit from the local resources sustaining the businesses?

- **Probe:** Which were the main resources you benefitted from?
- **Probe:** What was so important about these resources? (Use examples provided by the participant)
- **Probe:** What are the highlights of how you benefitted?

Q8: Considering that you participate in the entrepreneurial ecosystem, how do your actions and decisions in sustaining businesses affect your life and others?

- **Probe:** Specify the effect on your personal life. For instance, your health, social life, and so forth.
- **Probe:** Specify the effect on the lives of other people. For instance, your clients, other businesses, employees and so forth.

Thank you for your valuable contributions thus far. There are only two more questions that I would like to ask you.

Q9: Considering everything we have discussed thus far, you must be a proud contributor to the Botswana economy; please describe the contributions you have made so far in operating sustainable businesses.

- **Probe:** What are the key contributions?
- **Probe:** Highlight areas that benefitted from your activities

Q10: If given the opportunity and platform, what recommendation on operating sustainable SMMEs will you give to key role-players, other recycled entrepreneurs, or prospective cashed-out entrepreneurs within the SMME sector?

- **Probe:** What are the recommendations to key role players, like corporate leaders and financiers?
- **Probe:** What are the recommendations to other recycled or prospective cashed-out entrepreneurs

- **Probe:** What are the recommendations to economic policymakers?
- **Probe:** How about educational policies? What do you recommend?

Thank you. The last question brings us to the end of the interview. Before we conclude,

- Is there something you would like to add regarding the different issues we discussed during the interview?
- Is there maybe something you would like to ask me regarding the research or anything else relating to it?

vi. CLOSING

Action to be taken:

The interviewees will be advised that the results will be published in the PhD thesis and that they can access them if they wish.

Thanking the interviewee for their time.

Confirming if the interviewee may be contacted if something is unclear.

APPENDIX C: ACCESS TO ENTREPRENEURS GATE KEEPER PERMISSION



North-West
Private
Potchefstroom, 2520

NWU Business School
University
Bag x6001

<http://commerce.nwu.ac.za/business-school>

ACCESS TO ENTREPRENEURS' GATEKEEPER PERMISSION

TO LOCAL ENTERPRISE AUTHORITY

Dear Sir/Madam

RE: PERMISSION FOR WILFRED CHIKUKUTU TO CONDUCT RESEARCH WITH REGISTERED ENTREPRENEURS

Wilfred Chikukutu is conducting a study titled **“Developing a Framework for Entrepreneurial Talent Recycling to ensure the sustainability of SMMEs in Botswana.”** under the North-West University Business School. The ethics clearance number is NWU-01807-22-S4. The study explores the experiences, observations, and reflections of recycled entrepreneurs in Botswana to establish how they operate and manage their businesses. The study proposes to develop a framework to ensure that SMMEs in Botswana are managed sustainably using the information obtained.

The study will be instrumental in increasing the existing knowledge on entrepreneurial talent recycling by making more significant areas of reading and motivation available for would-be entrepreneurs in Botswana. By developing the entrepreneurial talent recycling framework, economists and educational planners will be provided with the means to develop relevant and more robust policies and education curricula on how entrepreneurship can be sustained. Policymakers in the Ministry of Investment, Trade and Industry, Citizen Entrepreneurial Development Agency (CEDA), Local Enterprise Authority (LEA), Botswana Investment and Trade Centre (BITC), National Development Bank (NDB), Botswana Development Corporation (BDC), Youth Development Fund (YDF), Junior Achievement Botswana (JAB), Botswana National Youth Council (BNYC), Botswana Innovation Hub (BIH), The Botswana Institute for Development Policy Analysis (BIDPA) will benefit through policy formulation resulting from this study of entrepreneurial talent recycling in Botswana. Further, the study will enhance the sustainability of SMMEs regionally, leading to stronger economies in and around Botswana.

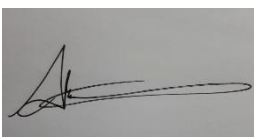
We ask you to kindly allow him to access registered entrepreneurs in Botswana for data gathering regarding entrepreneurial talent recycling. The data will be collected using face-to-face or mask-to-mask interviews, telephone or online/virtual encounters. A few names to start the snowball process rolling are requested.

Please feel free to contact me at any time should the need arise.

I am looking forward to your favourable response to our request.

Note that strict COVID-19 protocols will be observed during the interviews.

Kind regards



PROF STEPHAN VAN DER MERWE
STUDY PROMOTER

Date:15 August 2022

APPENDIX D: PERMISSION TO ACCESS DATABASE



Fairscape Precinct, Lot 70667 Building 1, Ground floor Unit 2A,
Private Bag 191, Gaborone, Botswana
Tel: (267) 3644000 | Fax: (267) 3644001
Toll- free No. 0800 155 155 | Email: botsalea@lea.co.bw

REF: LEA 7/5/4/1 VI (10)

10 October 2022

Wilfred Chitukutu
P.O. Box 21661
Bontleng
Gaborone

Dear Sir

RE: REQUEST TO ACCESS LEA DATABASE OF SMMEs

Your request to access the LEA database for purposes of research refers.

We do, at this moment, provide you with an extract from the SMME Registration database under the following conditions:

1. The provision of the extract is not consenting on behalf of the provided enterprises, and informed consent needs to be sought from each targeted entrepreneur.
2. The SMME registration database was not validated because this was a self-registration exercise.
3. We cannot provide you with a list of LEA clients because we have several surveys currently being conducted with our clients and would not want them to suffer from respondent fatigue.
4. A copy of your research report is deposited with the Local Enterprise Authority upon completion of your study.

Thank you.

Dynah Solani

Head, Information & Knowledge Management, **Local Enterprise Authority**

APPENDIX E: EXTRACT OF TRANSCRIBED INTERVIEW

CODING DONE BY WILFRED CHIKUKUTU ON 20 FEBRUARY 2023

KEY

Orange accent 2 – Motivation

Yellow- Attractive businesses

Light green – Measures for sustainability

Light blue- Challenges to sustainability

Green- Overcoming Challenges/enablers

Dark red- Benefits from ecosystem

Dark blue- Sustainability decisions impact

Purple - Economic contributions

Blue accent 1- Recommendations/Advice

Orange- Considerations for leaving a business

Green accent 6- Considerations before starting a business

Blue-grey – Challenges in the ecosystem

	INTERVIEW: WILFRED # 9	
Notes	Transcription	Codes
	NOTES The interview took place on Thursday, 22 December, at 9 am. This referral was phoned on the 18th of December 2022, and she said she had been waiting for such an interview on Zoom. Interview questions and the consent form were sent to her through WhatsApp, and she also supplied her email address. On the interview day, the participant wore a white coloured top and was beaming with excitement and confidence. At 849 am, she was waiting to be admitted into the meeting. After admission into the interview, we exchanged formalities, and the meeting commenced promptly at 9 am. The participant requested that the meeting end within the hour as she had a business engagement afterwards. The meeting lasted an hour, as requested, and everything went well.	
	TRANSCRIPTION	
	Interviewer: Cleared voice. Hello, and welcome to the	

	interview. I am Wilfred Chikukutu. Thank you for taking the time to be part of this study. This study aims to develop a framework to ensure sustainable SMME operations in Botswana using information obtained from entrepreneurial talent recycling. I want to get your experience, observations, and reflections as someone who has undergone entrepreneurial talent recycling, and to assist me in this regard, I will be asking you a few questions as probes to our discussion. The first thing I would like to know is about you and your background, followed by four sections of the interview: your experience and reflections, sustainable business operations and management, entrepreneurial ecosystem and economic contributions. The interview will not take longer than one and a half hours. So, to start, we will deal with demographic information. I want to get your demographic information first, as this will assist me in creating a profile of the participants. Please state your marital status.	
	Participant 09: I am single, sir	
	Interviewer: Your marital status	
	Participant 09: I am not married	
	Interviewer: Your gender	
	Participant 09: I am female	
	Interviewer: Your age during the last birthday	
	Participant 09: 32	
	Interviewer: Your highest level of academic education	
	Participant 09: Master's degree	
	Interviewer: Thank you so much for the demographic information. We will now move on to interview questions. This part of the study seeks to understand your experience as someone undergoing entrepreneurial talent recycling. Entrepreneurial talent recycling is using entrepreneurial talent to create and support new entrepreneurial ventures after exiting and being cashed out in a company as you are doing. So, let's go on to the first question. Why did you choose this career immediately after leaving the company you worked for when you started being an entrepreneur?	
	Participant 09: Well, I had a different vision for myself, like my life. I went to school and worked and experienced that part of the work. And I realized that certain things wouldn't be easy to achieve if I were under somebody else's umbrella. So, I decided to open my own business to explore that side of me to see my capabilities and, if I can do it myself, how far I can go. And I started enjoying it. You know, it was a bit of a risk, but it was a risk that I was willing to take because I wanted to explore my potential. I wanted to see if I could be an employer and discover that I	different vision Experience Realized Achievement under somebody else's umbrella myself exploration conviction and

	was still very young then. So, I wanted to explore more about myself.	determination success risk determination exploration exploration exploration youth exploration
	Interviewer: ooh. Which company did you exit?	
	Participant 09: It was a marketing agency.	
	Interviewer: Okay. Who was involved in making this decision to start being an entrepreneur?	
	Participant 09: I decided to exit that environment, but my former employers were uncomfortable with me leaving, but I wanted to go. Something that I wanted to do for myself.	Myself. Myself Fear Conviction conviction
	Interviewer: Okay. What information did you have in making this decision?	
	Participant 09: I had none. All I knew was that my father was retiring from his construction company, and he wanted to retire and be an older man and enjoy his retirement, and I saw that as an opportunity. Instead of closing down that company, can you please sell me the shares, and I will take over? That's what was involved. I did not just wake up in the morning and decide I was not going to work.	No information Alert Conviction and determination planning
	Interviewer: kkkkkkk	
	Participant 09: There was something to fall back on. kkkkkk	planning
	Interviewer: Definitely	
	Participant 09: Yes. A company in the family needed a new driver, and I was ready to take up that position.	Conviction and determination
	Interviewer: Okay. Thank you. What do you find most interesting about recycling your entrepreneurial talent?	
	Participant 09: Recycling in what sense, sir? Can you explain?	
	Interviewer: Right, you are someone who has worked, and then after work, you probably got cashed out, and then you started your own company as you are saying you decided, you know, that there was a company in the family and it was probably going to be lacking a driver, and you decided to fit in so that you can continue driving that company. Then, this process of actually doing those things is what we call talent recycling. And I am asking now about what you find most interesting in driving the company you are driving.	
	Participant 09: Yes, what I find most interesting is that I had contributed to the jobs I worked on before I did my own company. I excelled in some areas when I was still under formal employment. So what was exciting about talent	reflection competent competence

	recycling was now bringing all those and doing that for myself. When I was working for other companies, there were times when I would be so frustrated when I knocked off in the wee hours of the morning because I needed to finish off some tasks. That could be frustrating for any employee, but I find myself in similar positions as I am working for myself. Still, it's a different feeling because I know that this time, I am doing it (<i>smiling</i>) for myself, and I needed to do it, and it is worth it, and it was much more exciting. It's just a feel-good to be going through all those challenges. Yes, there is no comfort, and there is no job security. You are not guaranteed a salary if you don't work or eat. Uhm that comfort is not there. The comfort of being guaranteed a salary at the end of the month. But there is still a different kind of satisfaction, working for yourself, because you go through challenges. You go through so many things. But it's worth it because you know the real vision, you know it's your dream, it's your baby, and it's different.	reflection frustrating frustrating reflection smiling sense of accomplishment internal motivation unashamed unashamed 'feel good' No comfort No job security No guaranteed salary if you don't work, you don't eat. No comfort No comfort No comfort No guaranteed salary satisfaction go through so many things it's worth it conviction and determination
	Interviewer: Yes. Okay, thank you for that one. Tell me about your experience as a recycled entrepreneur, from the beginning to the stage where you are now. This was when you started running the company, the construction company. What can you say about your experience?	
	Participant 09: Okay. In the beginning, I was blank. kkkkkk. I didn't know what I was getting myself into. I was blank, but I wanted to do this, and I would take the risk. People were like are you sure xxxxxx? Are you sure? They were trying to make me doubt. But I was like, yes, I am sure. And my family was very supportive of that decision. They supported me through that decision, and I thought, you know what, there will always be people to assist if anything happens to me. kkk	I was blank I was blank I was blank Commitment Conviction and determination Doubt Doubt Doubt Conviction and determination Family supportive

		Family supportive encouragement risktaker
	Interviewer: kkkkkkk	
	Participant 09: Just as I was getting excited and I was getting in, learning the ropes, I started at the very lowest level. All my father gave me was a piece of paper with my name. He did not give me capital; he did not give me anything. So, I had to do everything from scratch.	learning the ropes capital capita capita commitment
	Interviewer: uhm	
	Participant 09: I was now trying to market the company and find clients. I'm starting to see how this industry works. The tendering process and how it works. I started doing the research, and as I was starting to get into the mix of things, then Covid-19 hit	market the company find clients scanning industry business practices research covid-19

APPENDIX F: EXTRACT OF CODE BOOK

[illegible]

